

**MINUTES OF THE REGULAR FACULTY SENATE
MEETING HELD ON MARCH 11, 2011
IN THE STATE ROOM**

Present: President Knapp, Provost Lerman, Registrar Amundson and Parliamentary Charnovitz; Deans Barratt, Burke, Dolling, Feuer, Goldman, and Guthrie; Professors Barnhill, Biles, Castleberry, Cordes, Corry, Costanza, Dickson, Galston, Garcia, Garris, Harrington, Helgert, Johnson, Klaren, Ku, Lipscomb, McAleavey, Pagel, Parsons, Simon, Wilmarth, Wirtz, and Yezer

Absent: Dean Brown, Interim Deans Akman and Maggs; Professors Boyce, Hotez, Kessmann, Rehman, and Shesser

CALL TO ORDER

The meeting was called to order by President Knapp at 2:15 p.m.

APPROVAL OF THE MINUTES

The minutes of the meeting of February 11, 2011 were approved as distributed.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

CORE INDICATORS OF ACADEMIC EXCELLENCE

Provost and Executive Vice President for Academic Affairs Lerman presented the Report, which provides data about Faculty Counts and Characteristics, Faculty Teaching Loads, and Undergraduate and Graduate Enrollment Trends. (The Report is enclosed.)

The Provost prefaced his remarks by saying that this year's Report contains all of the data included in previous Annual Reports. However, it was previously provided in tabular form and it was sometimes difficult to extract information quickly. This year's report depicts key data in graphical form for easier comparability. In addition, in previous years, the data presented had very different time-frames. Some of the data was presented for alternate years, some every fifth year, and the length of time for which information was provided was often different. Provost Lerman said that this year, wherever it was reasonable to obtain data annually starting with the benchmark of 2002, that has been done.

Information on faculty composition and trends, as well as a breakdown of information about regular, active-status faculty and non-tenure-track (contract) faculty is provided on slides 3 through 9 of the Report. Provost Lerman said that overall, the faculty has grown, with more growth in recent years in tenure-accruing than in non-tenure-accruing faculty, a trend he expected would continue.

Information concerning the total number of research staff, visiting and special service faculty by School is provided on slides 9 through 11 of the Report. Provost Lerman noted that the highest number of research staff are in the School of Medicine and Health Sciences and in the School of Public Health and Health Services. The number of visiting faculty is highest in the Law School. Only two Schools, Columbian College and the Elliott School, have special service faculty; in Columbian College a large proportion teach languages or English composition, or work in other programs in which large numbers of sections are required and it is impractical to build a large tenure-line faculty.

Information concerning the total number and percentage of full-time female and male faculty, the same populations by school, and the percentage of full-time underrepresented minority faculty for the years 2002, 2006, and 2009, is provided on slides 12 through 14 of the Report. Provost Lerman noted the University's steady, ongoing progress in connection with these measures. Because the University hires a relatively small number of faculty every year, the speed with which progress on these metrics can be made is somewhat limited. The key to ongoing success is sustained attention and effort in recruitment and retention. Provost Lerman added that this is an area where all of the University faculty, not just the University Administration, can be instrumental in moving forward.

Information concerning faculty teaching loads, including the average academic year teaching load in course hours of tenure-track and non-tenure track faculty, the percentage of students enrolled in on-campus undergraduate and graduate courses and sections taught by full- and part-time faculty as of Fall 2010, and student-faculty ratios from 2002-2009 is provided on slides 16 through 21 of the Report. Provost Lerman said that, while the statistics vary by School, not surprisingly, on average, the non-tenure-track faculty teach more credit hours than the tenured or tenure-track faculty. This is particularly true in the School of Public Health and Health Services, and in practice-oriented disciplines. GW's location in Washington D.C. means that extraordinary talent can be recruited to educate students, even when those individuals are not interested in a full-time academic career.

Information concerning the comparison of GW faculty salary averages with the AAUP 60th percentile averages for the academic year 2009-10, comparisons of GW and Market Basket Salary averages with the AAUP 80th percentile averages for the faculty ranks of assistant, associate and full professors, and a comparison of GW and market basket composite salary averages with AAUP 80th percentile averages, is provided on slides 22 through 27 of the Report. Overall, the University is doing well with respect to the 60th percentile benchmarks, although Columbian College and the Graduate School of Human Development have not quite reached this goal at the associate and assistant professor ranks. In terms of the University's market basket schools, GW faculty salaries, uncorrected for a cost of living differential, are on average in the middle of the group. For full professors, the overall average salary is above the AAUP 80th percentile, with associate professors slightly below, and assistant professors virtually at the 80th percentile level.

Information concerning enrollment trends in Undergraduate Degree Programs, including total Fall semester on- and off-campus undergraduate enrollments, the numbers of and rates for Freshmen applicants, admits, and matriculants, median and combined median math and verbal scores of freshman matriculants, median ACT scores of freshman

matriculants, and the number and percentage of matriculated freshmen in the top 10% of their high school graduating class, is provided on slides 20 through 35 of the report.

Information concerning enrollment trends in graduate certificate and Master's degree programs, including total Fall semester on- and off-campus graduate certificate enrollments, on- and off-campus master's degree enrollments, the numbers of and rates for master's degree applicants, admits, and matriculants, along with the median GRE quantitative, verbal, and writing scores of matriculants in Master's degree programs and median GMAT scores of matriculants enrolled in the School of Business Master's degree program, is provided on slides 37 through 45 of the Report. GW's undergraduate enrollment has flattened, primarily because of the cap on enrollment at the Foggy Bottom and Mount Vernon campuses. Future growth can be accommodated at the Virginia Campus. GW's selectivity has gone up, as has the acceptance rate for new students. The yield has over time grown a bit more modestly. Over the past eight years, median SAT scores have increased from 1,270 to 1,300 at present. Off campus enrollments have recently shown a decline, particularly in graduate programs, and this is attributed to the economy.

Information concerning enrollment trends in doctoral degree programs, including Fall semester on- and off-campus enrollment, numbers of and rates for doctoral degree applicants, admits and matriculants, and median GRE quantitative, verbal, and writing scores of matriculants in doctoral degree programs is provided on slides 46 through 52 of the Report.

Information concerning enrollment trends in J.D. and M.D. graduate degree programs, including total Fall enrollments in each program, the numbers of and rates for Law-J.D. and Law-LL.M and S.J.D. applicants, admits, and matriculants along with median LSAT scores of matriculants in the Law-J.D. programs, is provided on slides 55 through 57 of the Report.

Information concerning total Fall semester enrollments for the School of Medicine and Health Science M.D. degree program, numbers of and rates for M.D. program applicants, admits and matriculants, and the median MCAT scores of M.D. program matriculants is provided on slides 58 through 60 of the Report.

Discussion followed. Professor Simon observed that a lot of attention has been focused on the School of Public Health and Health Services for its failure to comply with *Faculty Code* requirements concerning the required percentage of tenured and tenure-track faculty members. According to data provided on slide 8 there are three other schools who are out of compliance, those being Columbian College of Arts and Sciences, the Graduate School of Education and Human Development, and the School of Medicine and Health Sciences. Provost Lerman acknowledged this, and observed that Columbian College has for the last eight years either met the requirement or come very close. Dean Barratt said that Columbian College has a five-year plan based on increased Master's level enrollments that will bring the College approximately 30 new faculty positions.

Professor Lipscomb inquired about the data concerning courses taught by full-versus part-time faculty, i.e. whether or not courses taught by graduate students are counted as courses taught by part-timers. If so, that would greatly inflate the part-time faculty count

for Columbian College on this measure. Provost Lerman responded that he would ask Institutional Research for the answer, as it was not readily ascertainable from data in the Report. Professor Lipscomb also inquired about the average teaching load calculated by credit hour information. In the sciences, many four-credit courses are offered that include one-credit, four-hour laboratory sections. At GW, these sections are taught by faculty members rather than graduate students. Calculating teaching loads for these courses by credit hour does not reflect the real time spent on teaching these courses. Provost Lerman agreed with this observation, observing that all credit hours are not created equal. This is an area where statistics provide a broad insight but may not provide everything needed to make good decisions.

Professor Parsons said he thought the course-load per faculty statistic information is important to students, but it should not be used as a faculty workload measure. Faculty members often take on administrative duties and receive course time off as compensation rather than wages. He also commented on the data provided on "underrepresented" faculty and asked for elaboration on the benchmark that defined "underrepresented." Provost Lerman said he had the same question, so he had asked Institutional Research about it. One metric is to look at information about recipients of earned doctorates, keeping in mind that not all fields grant doctorates. As a first approximation, a survey of earned doctorates for 2008 shows that 6% of all doctorates were earned by Hispanic Americans, 7% by African Americans, 8% by Asian Americans, and 75% by White Americans. GW's data does not diverge widely from those percentages, but there is always room for improvement. Provost Lerman added that he would like for people to see GW as one of the absolute best places to work for talented faculty of all races and ethnicities. He added that he hoped GW would come to be viewed as a beacon of diversity, and an institution that is doing the absolute best it can to attract and retain a diverse faculty.

Professor Barnhill asked what policies were in place at GW to try to differentially attract minorities it believes are not adequately or optimally represented. Provost Lerman responded that he has a conversation with each of the Deans about minority recruitment and the Deans ensure that search committees are briefed. In addition, all search plans are reviewed by Academic Affairs to ensure they reach out to diverse populations. Some of the Deans are of the opinion that the University might be better served if there were a more systemic and structured approach, such as a program for targeted opportunity hires rather than proceeding on a case-by-case basis. The task of making improvements in this area will be under Dr. Terri Reed's leadership once she steps into the recently-created Vice Provost for Diversity and Inclusion position. Her job, in part, will be to assist the University in developing the most effective plan it can, given the resources available.

Professor Yezer observed that in many fields the move is toward more global diversity than is reflected in statistics concerning ethnicity and gender. Discussion followed, after which Provost Lerman said he would see what information might be provided in the future by Institutional Research on this point.

Professor Garcia inquired about the diversity of the student body. Provost Lerman responded that the undergraduate student body is very diverse and closely mirrors the diversity of the American population. Like most of its institutional peers, GW's graduate

student body is less diverse than the undergraduate. However, there are more international students at the graduate level than the undergraduate and these are counted separately, so information about undergraduates and graduates must be examined closely to form a complete picture.

Professor Dickson asked why two different benchmarks were used in reporting on faculty salaries, one being the 60th AAUP percentile and the other the 80th AAUP percentile. Provost Lerman explained that these have been the established metrics for some time. [Note: these benchmarks were originally referenced as goals for faculty salaries in Senate Resolution 87/1, adopted May 1, 1987.]

PARKING TRANSITION ISSUES

Senior Associate Vice President for Operations Alicia O'Neil Knight distributed and presented the report, which is enclosed with these minutes.

Vice President Knight confirmed that the University Parking Garage (UPG) will need to be demolished to make way for the Science and Engineering Complex to be built on Square 55. At this point, the plan is to close the facility the week following Commencement [about May 20, 2011]. The University is committed to continuing to meet the needs of its parkers, and plans are underway with respect to the transition of parkers who park in the UPG and other affected garages.

Planning for campus parking distribution from surface lots to below-grade locations began in 2007 with the adoption of the Foggy Bottom Campus Plan. Re-distributing parking allows the University to build more academic and student support space on the Foggy Bottom campus and still stay under the development caps imposed by the District of Columbia. It also increases the physical attractiveness of the campus and improves traffic patterns.

Since 2007, the University has been able to build up some parking reserves which will offset the loss of parking spaces due to the demolition of the UPG. According to the report, this loss will amount to 1,250 parking spaces. The construction of South Hall on G Street provides 180 spaces, and development of Square 54 (the old GW Hospital site) provides 362, for a total addition of 542 spaces to the parking inventory. Other locations where replacement spaces will be constructed will be on Square 103, the site of the Law Learning Center, which will deliver 450 spaces (projected completion in summer 2012) and the Science and Engineering Complex, which will deliver 380 spaces upon projected completion in spring/summer 2015. Replenishment of the Foggy Bottom campus parking spaces lost in the demolition of the UPG will be complete once the SEC is finished.

Until the parking garage at the Law Learning Center site is complete in summer 2012, the University will need to modify its parking operations to continue to meet parking demand at the Foggy Bottom campus. A significant amount of time has been spent analyzing the data on parking patterns and trends. Modifications will be made primarily in two ways: the first is introducing valet operations in various campus parking garages. Locations that present the best opportunity to do this are the Academic Center, the Marvin

Center, and the Fungler and Duques garages. [A more complete description of planning and operational changes appears on page 5 of the report.]

The second strategy is securing additional parking at the Kennedy Center. This will be available on a somewhat limited basis, from 6 a.m. to 6 p.m., and the University will begin to provide its own shuttle service to campus, at least during some peak hours when there may be a need to transport more people than would be possible on the existing Kennedy Center shuttle. The shuttle service will operate from G Street in front of Fungler Hall, and the VERN shuttle stop currently on H Street will be moved to this location. It is expected that all health care patients and visitors, faculty and students will be able to park on the Foggy Bottom campus, but for the foreseeable future, many staff will be required to relocate to the Kennedy Center.

Vice President Knight described specific parking modification plans by population as follows: patients and visitors will largely be accommodated in the Academic Center, Marvin Center and the MFA (Medical Faculty Associates) garage. Monthly faculty parkers are planned to be re-located to on-campus parking garages where capacity exists, largely the most proximate, at the Health and Wellness Center, South Hall and Old Main. Occasional faculty parkers will be accommodated in Fungler and Duques, with some in the Marvin Center or the Elliott School, which already provides some occasional parking. Vice President Knight said she understood that there are some faculty who cancel their parking over the summer because they are not on campus during that time. There will be a need to communicate with those faculty this spring and summer to ensure that when they come back in the fall, if they have a parking space, for example, at the Health & Wellness Center, they can continue to park there.

Faculty are also welcome to elect to park at the Kennedy Center if that matches their schedules. There will be a discounted parking rate there of \$150 a month as compared to the \$230 a month on-campus rate. The University will first reach out to seek volunteers to relocate to the Kennedy Center and hope that some people will want to relocate for one of two reasons, one being the reduced cost, and the second being that these parkers will be given priority in terms of selecting parking as it becomes available on the campus in new projects. These individuals will be able to get into a queue for those spaces as they come online.

In general, the populations that will be affected by the migration and move of parking are current parkers in the University Parking Garage, parkers in the Academic Center, Fungler and Duques, and potentially, some monthly parkers in the Marvin Center garage and the MFA garage. The goal is to increase the amount of visitor and occasional parking spaces that are available there. There is also the possibility that staff parkers in other garages will need to relocate to make room for GW's patients and visitors, students, and faculty.

There are several possible strategies for relocating faculty parkers. One is to go through the database, look at people's office locations and make an assignment to the nearest garage with open capacity. That would limit the requirement for faculty to come into the Parking Office and proactively engage in the matter. The second is more of a self-selection process where groups of faculty can come in and elect their parking from available

options. Vice President Knight said she was sure there are other methods of assignment, and that she would be happy to follow up after the meeting with anyone who was interested in discussing this.

Plans for student parkers and doctors and staff with 24-hour responsibilities are described on page 8 of the report. Regular University staff will be relocated on campus to the extent that there is available parking; many will be relocated to the Kennedy Center.

In terms of logistics, the University is working with communications and external relations staff to prepare general information on the parking transition, to be distributed the week of March 14th. This information will also be posted on the Parking & Transportation website. Affected parkers will also receive direct communications specific to their circumstance. Relocations are scheduled to begin April 1 and continue through the middle of May with timing depending upon garage locations.

In conclusion, Vice President Knight said that she and the University's Interim Director of Parking & Transportation, Wendy Martino, [who was present at the meeting] would be happy to entertain feedback from Senate members who are interested specifically in these logistics issues.

Questions followed. Professor Garcia asked if there were incentives for carpooling. Vice President Knight responded that there is a reduced rate for these parkers. Professor Garcia inquired if these incentives would be expanded or extended, and Vice President Knight responded that this has not yet been considered.

Professor Simon inquired about the number of campus parking spaces that would be available as of September 2011. As spaces at the Law Learning Center will not be available until summer 2012 and the SEC spaces will not be available until spring/summer 2015, it is unclear where at least 708 of the 1,250 UPG parkers will be accommodated. Vice President Knight responded that additional parking would come from existing capacity in the parking inventory. Garages are not 100% full at present. Additional parking can also come from implementing valet parking, because over 350 additional spaces in total are available in the garages where this is possible. There are also an additional 362 spaces in Square 54 that have not yet been assigned.

Professor Simon said he understood that the Hospital has been allocated 350 spaces, and that some of these will be at Square 54. Vice President Knight confirmed that the vast majority of Hospital spaces would be located at Square 54. Professor Simon said that the MFA also needs 230 spaces, and he reiterated his request for specific information concerning locations of the 708 parking spaces in question during the summer and fall of 2011, and in 2012 when the Law Learning garage spaces come online. Vice President Knight said she did not have specific information with her, but that she would be willing to provide a spreadsheet with the information requested.

Professor Cordes inquired about staff parking, and asked if he understood correctly that if a staff member parked in a building not directly affected by the transition relocations might be required to move. Vice President Knight said it was possible they might be asked

to move, since the established priority for assigning on-campus parking is patients and visitors, faculty and students, and then staff. Therefore, relocations for parkers in the first two groups may necessitate relocation of parkers in the third.

Professor Corry asked if there have been any discussions about increasing reliance on public transportation, reducing the number of cars coming to park on campus, and the University's carbon footprint. Vice President Knight responded that the University has been working on transportation demand management for a number of years and initiatives rolled out over the last five to seven years include the NuRide program that provides carpooling incentives and matches carpoolers. The University also offers pre-tax transportation benefits. Other enhancements will continue to be made.

Professor Yezer said he thought that charging \$230 a month for parking was something of a disincentive to drive to campus. He said he was concerned about two groups of faculty, those on sabbatical leave, and new hires. As these people are not here this year, there should be some way to see that these potential parkers are not overlooked in the transition. Because classes sometimes run late and for some faculty, walking long distances at night is an issue, the Kennedy Center is really not an option. Vice President Knight responded that the University is committed to making space available for faculty, and she said she would take this suggestion back to make sure these populations are identified in some way.

Professor Helgert noted that *The Hatchet* had just reported that the local Advisory Neighborhood Commission (ANC) is planning to contest construction of the Science and Engineering Complex at the Zoning Board meeting, and asked how likely it was that the project will be delayed. Vice President Knight acknowledged that the ANC drafted and adopted a Resolution expressing their concerns. The University believes it has addressed all of those concerns and the Zoning Board will recognize that and conclude that the project is worthwhile to move forward. She added that some of the issues the ANC has raised are issues that have been fully resolved in past zoning proceedings, and the University believes that the project is fully within the bounds of what has already been approved in the Campus Plan.

Michael Akin, Assistant Vice President in the Office of Government, International and Community Relations, noted that the Campus Plan was approved in 2007 as a two-stage Planned Unit Development (PUD). This means that campus development and all of the sites the University can build on for the next 20 years were approved in the first stage. As part of that process, the University had to negotiate all amenities up front. That is how the philosophy of growing up and not out was adopted, and a large part of the campus was placed in historic district classification. What the ANC is now requesting is that previous arrangements be set aside and new amenities negotiated. It would not be possible for the University to re-negotiate new amenities for each project it undertakes. The local ANC has taken the position that it would prefer that the University add new items, such as a second Foggy Bottom Metro entrance, to projects before final approval is granted by the Zoning Commission. Mr. Akin said he agreed with Vice President Knight that the ANC has not objected to anything that the Zoning Commission will be considering at their next meeting, and that he too was confident that the SEC project would be approved.

Professor Ku observed that there is obviously some fluctuation in campus parking usage due to the number of visitors and occasional parkers who do not occupy spaces five days a week the year around. He asked if there is a plan for excess capacity so that people will be able to find campus parking in the event some of the parking projections turn out to be wrong. Vice President Knight responded said the short answer to that question is yes, but added that she could not guarantee that on a given day a particular garage might not be full. The University will utilize attended parking, so employees will be aware of locations where space is available and direct parkers accordingly.

Professor Corry said that one important constituency not present for the discussion was parents. Parent's Weekend and Commencement are both very important to them. It is gratifying that the UPG will not be demolished before graduation this year. He asked how parking would be handled in 2011-12, adding that he hoped it would not be necessary for parents to be shuttled to campus from the Kennedy Center. Vice President Knight said that special event parking has been generally addressed in the parking transition plan. She said she expected that the University will have to utilize garages that do not generally provide visitor parking, and attendants will be posted to create visitor parking in those areas during the necessary time periods. The specifics will depend upon the type of event.

Professor Castleberry asked about the development of the parking transition plan, and whether or not faculty were involved. Vice President Knight responded that she had not presented this information to the Faculty Senate prior to the Senate meeting. Professor Castleberry asked if faculty were involved in any of the decisions that were made about the parking transition plan, or included in any way in preliminary discussions about these changes which affect them. Vice President Knight responded that this had not occurred before the presentation she was now making to the Senate.

Professor Castleberry said he had also received e-mails from people about the recent increase in occasional parking fees. While this increase is small, these fees go up every year in small increments. He asked if faculty were involved in these decisions about parking charges. Vice President Knight responded that this is not a process faculty have historically been involved in. Parking rates are determined by staff annually after market data is obtained to inform the decision. In response to a follow-up question by Professor Castleberry, Vice President Knight acknowledged that this is also a matter that affects faculty, and everyone on campus.

Professor Castleberry said he wanted to encourage Vice President Knight and everyone who makes these decisions about parking to consult not only with the Benefits Committee which was recently re-established, but also with the Faculty Senate. It would be useful to have advance information and faculty input before core decisions are made about issues that affect the faculty. When this is not done, there is very little that faculty can do at the point where information is shared, and there has been a lot of this in the past. It is necessary for the University Administration to put on the front burner the participation of faculty in decision-making about matters that affect them.

President Knapp said that he recalled attending a meeting about a year ago at which faculty were present, and his recollection was that one of the things that was established was

the prioritization of the different University populations and how they would be differentially treated by the parking transition. i.e., which groups would receive top priority. He said he thought that Vice President Knight's report was not the announcement of a final decision, but a presentation of the Administration's current thinking on the best way to address transition issues in order to accommodate the affected groups in the order of priority that was established, that is, patients and visitors, faculty and students, and staff. President Knapp said he also believed there was discussion of the priority issue with the Senate Executive Committee when he was present. The President said the report was being presented to the Senate not because everything has been decided about the details, but so that the Senate could provide feedback and comment. He also observed that Vice President Knight had already expressed a willingness to provide more data for those who wish to discuss these issues further. If it turns out there are objections, these can be considered.

Professor Castleberry said that his remarks were made in the context of information about parking transition decision-making presented in a letter from Executive Vice President and Treasurer Katz and Provost Lerman to the Faculty Senate on August 25, 2011. The letter informed the Senate that a Parking Committee would be established to provide consultation about these issues, and the group would include faculty from the Medical Center and the University. That group was not established, and never met. Even though the final decision-making about parking issues might still be in process, the information about the transition plan and the opportunity for faculty input comes at the eleventh hour. This clearly is inconsistent with the reasonable expectation that faculty would be involved in these discussions at an early stage.

Professor Wirtz said he completely agreed with Professor Castleberry. As a long-standing member of the Senate Executive Committee, he said he did not recall any discussions that led him to conclude that he would have to go back to his faculty colleagues and tell them they would no longer be able to park in their spaces at Funger and Duques. This is yet another example of decision-making without faculty involvement. Another example that comes to mind is the decision to change the University's health care benefit offerings. Professor Wirtz asked Vice President Knight whether the point has been reached where the Administration could guarantee this sort of decision-making is going to stop and that beginning now, the faculty will be involved in the discussion before it is given a one-week window before the mail goes out. Vice President Knight said she thought the question was broader than just the parking plan issue. She said she had heard his comment and Professor Castleberry's, and would relay these back to staff as well as take them to heart not only as the parking transition moves forward, but on other issues in the future. Professor Wirtz observed that he did not think taking these comments to heart would help very much, nor would it provide a great deal of solace, since he would have to defend what she and her colleagues had done to his colleagues. He asked again if some assurance could be provided that the procedure of making decisions and then telling the faculty that the letters describing the result of that process are going out within a week could be modified and an alternative way of doing business could be found. Vice President Knight responded by clarifying that the proposal is to send a letter during Spring Break providing a general notification that changes are coming to the parking program. In terms of providing specific information about relocation, that type of decision is one she hoped would be made by the beginning of April. She offered again to sit down with the faculty and have a conversation about possible alternative solutions.

President Knapp asked if there was a plan to empower a group of Senators to meet with Executive Vice President and Treasurer Katz. Professor Wirtz said that the Senate has been trying for a very long time to get the Benefits Review Committee re-established at the University. Members of this group just found out yesterday that the first meeting has been scheduled for the first Monday of Spring Break week when many people are not able to attend. The meeting will be rescheduled but it is not now clear when that will be. He said that as far as he knew this was the only mechanism available for dealing with these sorts of issues. The President said he thought that the Benefits Review Committee needs to be established, and that that he was chagrined at the scheduling of the meeting during Spring Break. He asked again if there is a group the Senate would like to designate to work with Vice President Knight to work on further deliberations that would be necessary before final decisions are made.

Discussion followed. Professor Biles suggested that consultation be scheduled in the immediate future before letters about parking changes go out. In the interest of moving the process forward, President Knapp suggested that no letters go out until the necessary consultation took place. Professor Barnhill asked if the change in Fungler and Duques parking to occasional and visitor parking meant that all of the faculty and staff who have monthly contracts will be relocated somewhere else. Vice President Knight responded that there are currently 50 monthly faculty parkers in that location and they would need to be relocated. Professor Barnhill agreed with Professor Wirtz's comments, saying this was quite a shock. He asked if alternatives were possible so that faculty currently parking in these locations on a monthly contract could stay. Vice President Knight responded that this could certainly be explored, but the challenge is that the University is attempting to accommodate all faculty on campus, not just those who park in Fungler and Duques. Some relocation is inevitable, but a conversation can certainly take place about how to accomplish this in a less impactful way if such a way can be found.

Further discussion followed. President Knapp said that he favored the additional consultative process suggested. Professor Wilmarth asked whether the zoning controversy over Square 103 was likely to delay the construction of the Law Learning Center garage. Vice President Knight said she did not believe that there would be a delay. The University has met with several agencies about the issue of the traffic pattern there and the Zoning Commission is slated to take up the issue at its meeting on March 14. A positive outcome is expected. Professor Parsons asked if there are contingency plans for parking in the event the situation does not unfold as planned. Vice President Knight said that if construction of the Square 103 parking garage were to be delayed, which is not expected, the University could continue to lease the 350 parking spaces at the Kennedy Center it has contracted for during 2011-12. Right now the plan is to reduce Kennedy Center parking when the Square 103 garage comes online. Professor Yezer spoke in favor of further consultation with the faculty about their concerns.

Professor Castleberry said that a meeting for further consultation about parking would be arranged. At the beginning of the week following Spring Break, Senate members would be notified of this opportunity for everyone to have a chance to have their questions answered. [Note: Senate members were invited to a meeting held on March 25, 2011. Information concerning the meeting will be provided with the Executive Committee Report

at the April 8th Senate meeting.] President Knapp said that he was surprised to learn about the Benefits Review Committee's failure to meet, and promised to personally look into the issue.

GENERAL BUSINESS

I. NOMINEES FOR ELECTION TO THE NOMINATING COMMITTEE FOR THE SENATE EXECUTIVE COMMITTEE FOR THE 2011-12 SESSION

Professor Castleberry moved the nominations of Professor Robert J. Harrington as Convener and Professors Brian L. Biles, Mary J. Granger, Diana E. Johnson, Robert W. Rycroft, Roger E. Schechter, Robert Shesser, and Lynda L. West as members of the Nominating Committee. There were no nominations from the floor, and the entire slate was approved.

II. REPORT OF THE EXECUTIVE COMMITTEE

Professor Castleberry presented the Report of the Executive Committee, which is enclosed.

III. CHAIR'S REMARKS

President Knapp said he thought that everyone had heard about the devastating earthquake that struck Japan. Initial reports are that the magnitude of the quake might be as much as 8.9, but the world is just now beginning to get a sense of the extent of the disaster. There are eight GW students presently studying in Japan. They have all been located and their safety has been confirmed. There are also a number of students from Japan studying at GW and they are, of course, concerned about their families, whose circumstances are presently unknown. The University is reaching out to these students to provide any support or counseling they may need.

President Knapp spoke briefly about the incident reported in the March 10 *Hatchet* concerning an altercation between two undergraduate students in the Ivory Tower residence hall on 23rd Street. The University does not condone violence of any kind and incidents of this sort do not reflect the values of the campus community. The GW University Police Department (UPD) investigated this incident on March 5 and concluded it was an aggravated assault. As the assailant was arrested soon after the altercation occurred, and there was no ongoing threat to the campus community necessitating a safety and security message to the campus, none was issued. Subsequently, the Metropolitan Police Department (MPD) classified the incident as an assault and possible hate crime, and notice about this was provided to the campus.

President Knapp said the University has just learned that MPD now agrees with the UPD determination and is no longer classifying the incident as a hate crime. The U.S. Attorney will not be filing it as such; rather, aggravated assault charges will be filed. The University is working with the victim to address his needs, and the case continues to move through the Student Judicial Services process as well.

The President called upon Provost Lerman to give an update about developments concerning the Medical Center. The Provost reported that the Medical Center Advisory Committee, which is a representative group including faculty, staff, and students, continues its work and is now in Phase II of that effort. This process involves examining all aspects of a possible change to the University's current Medical Center model, in which the three Schools related to health care, the School of Medicine and Health Sciences, the School of Public Health and Health Services, and the School of Nursing all report to and obtain resources from the Medical Center. Still under consideration is what the group is referring to as the "3-Dean" model, in which each School has its own budget and either provides its own services to students and faculty, or enters into agreements with the other Schools to share services.

In addition to meeting as a group of the whole, the Advisory Committee is divided into 5 subgroups: governance, research, academics, shared services and finance. Another stream of work is also moving ahead, examining the structure of the Medical Center's relationships with partners outside GW, specifically, the MFA, the GW Hospital, Children's National Medical Center, INOVA, and other institutions. A long series of interviews has taken place in order to gather data. A key principle is to introduce a degree of transparency in the financial flows across the institutions that hasn't existed, the theory being that transparency breeds trust. The goal is to eventually produce a publicly known set of financial flows from the various partners to each other. Among other things, a meeting between a subset of the GW Board of Trustees and the Trustees of the MFA will be scheduled. Provost Lerman said he thought there are high expectations for re-establishing a shared understanding of what the partner's mutual interests are, and how they can work most effectively in the health enterprise area. This will begin the process of reevaluating how the partners work together to get more out of what they do.

President Knapp said that although a final decision has not made to adopt the 3-Dean model, the Administration does want to think about the search for the next Dean of the Medical School. With that in mind, discussions with several consultants who might potentially assist in this process have begun. There will also be several very open town-hall style meetings to begin to gather input from all of the affected parts of the Medical Center and its partners about what the Dean's position should involve.

In conclusion, President Knapp said he welcomed faculty involvement in thinking about the future of Gelman Library, as there is nothing more important to a Research University than having a strong, vibrant, successful, and well-equipped Library at its core. Gelman Library is at the center of GW's library system and the President said he thought it makes sense for faculty to take ownership of this issue. In one sense, libraries have no alumni of their own, which makes it hard to raise funds for them. On the other hand, they have a role in the education of all of the University's alumni. It is, therefore, fitting that a strategic focus on defining how the Library is going to fit into the University's academic mission involve faculty in that process.

BRIEF STATEMENTS (AND QUESTIONS)

Professor Yezer observed that, at \$50,000 each for the construction of a parking space, the University's ratio of operating income to actual cost is only about 5%, which is an extremely low capitalization rate. Secondly, concerning the ANC's desire to see a second entrance to the Foggy Bottom Metro provided, he suggested that, rather than have two entrances where none of the escalators work, it would be better to have the University's smartest engineers volunteer to work on making the escalators at the current entrance work.

Professor Cordes commended Professor McAleavey and the Libraries Committee for reviving the issue of the future of the Gelman Library. This was examined a couple of years ago, at which time a rough calculation of prospective costs for improvements was attempted. The conclusion was that a comprehensive examination of the condition and future of Gelman should be done. Professor Cordes said he thought the Task Force to be convened would be a positive step in this direction.

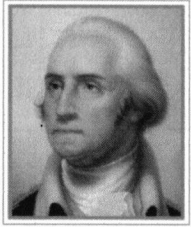
Professor McAleavey asked if there would be an administratively appointed study group to begin the Library project this semester. Professor Castleberry said that script is currently being worked out. He added that he planned to discuss details with Professor McAleavey and Librarian Siggins before the request to establish the group was forwarded to the President and the Provost. These discussions would include settling upon recommendations concerning the participation of faculty, students, and administrators on the group as well as goals and the charge to the Task Force/Committee. President Knapp said again that he endorsed the study in principle, but would leave the details to be worked out.

ADJOURNMENT

There being no further business before the Senate, the President wished everyone a restful and productive Spring Break, and upon motion made and seconded, the meeting was adjourned at 4:10 p.m.

Elizabeth A. Amundson

Elizabeth A. Amundson
Secretary



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Academic Affairs

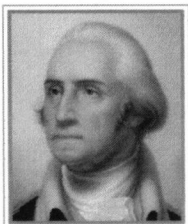
Core Indicators of Academic Excellence

**Faculty Counts and Characteristics
Faculty Teaching Loads**

**Undergraduate Enrollment Trends
Graduate Enrollment Trends**

Data as of January 11, 2011

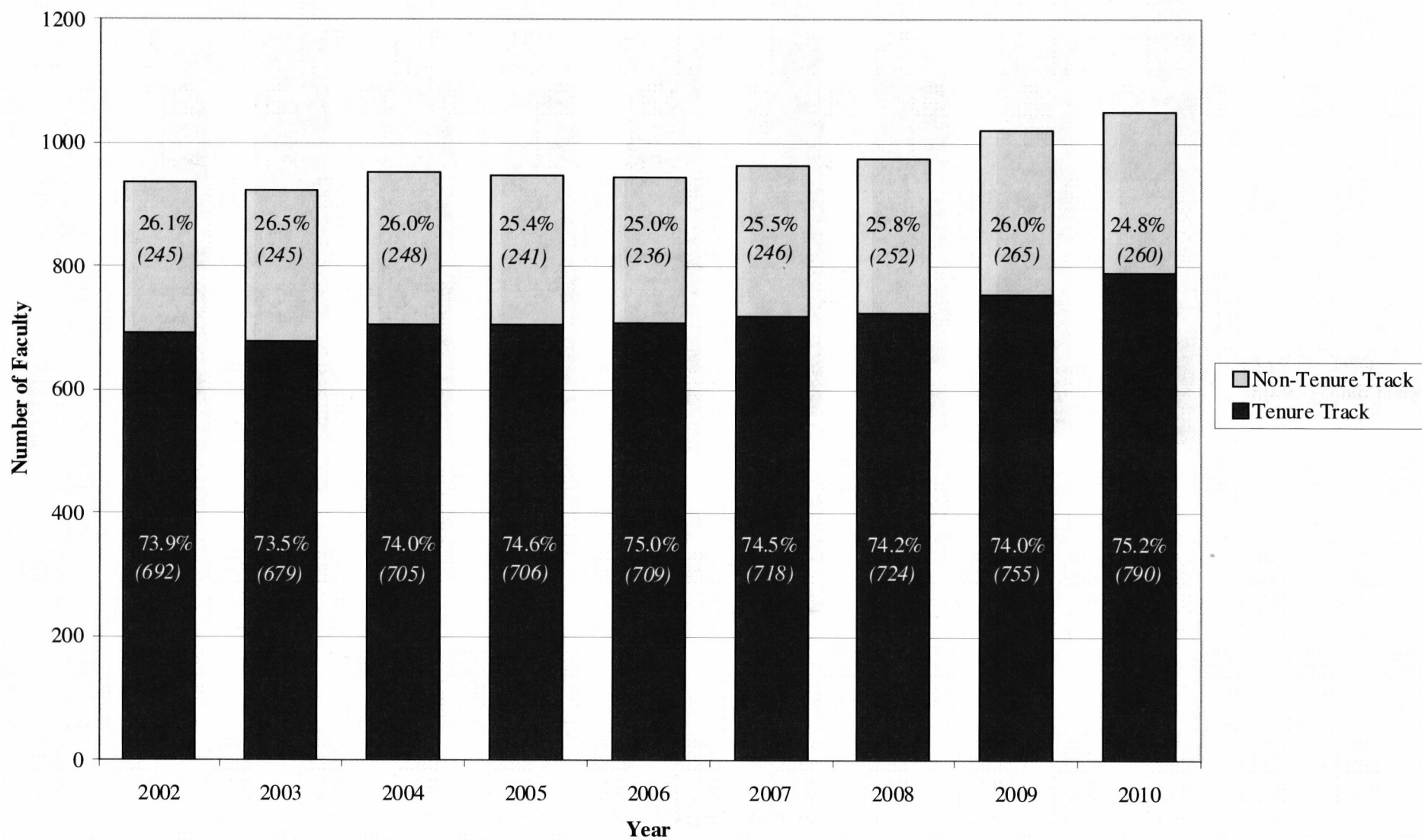
**Provost and EVP for Academic Affairs Steven Lerman
March 11, 2011**



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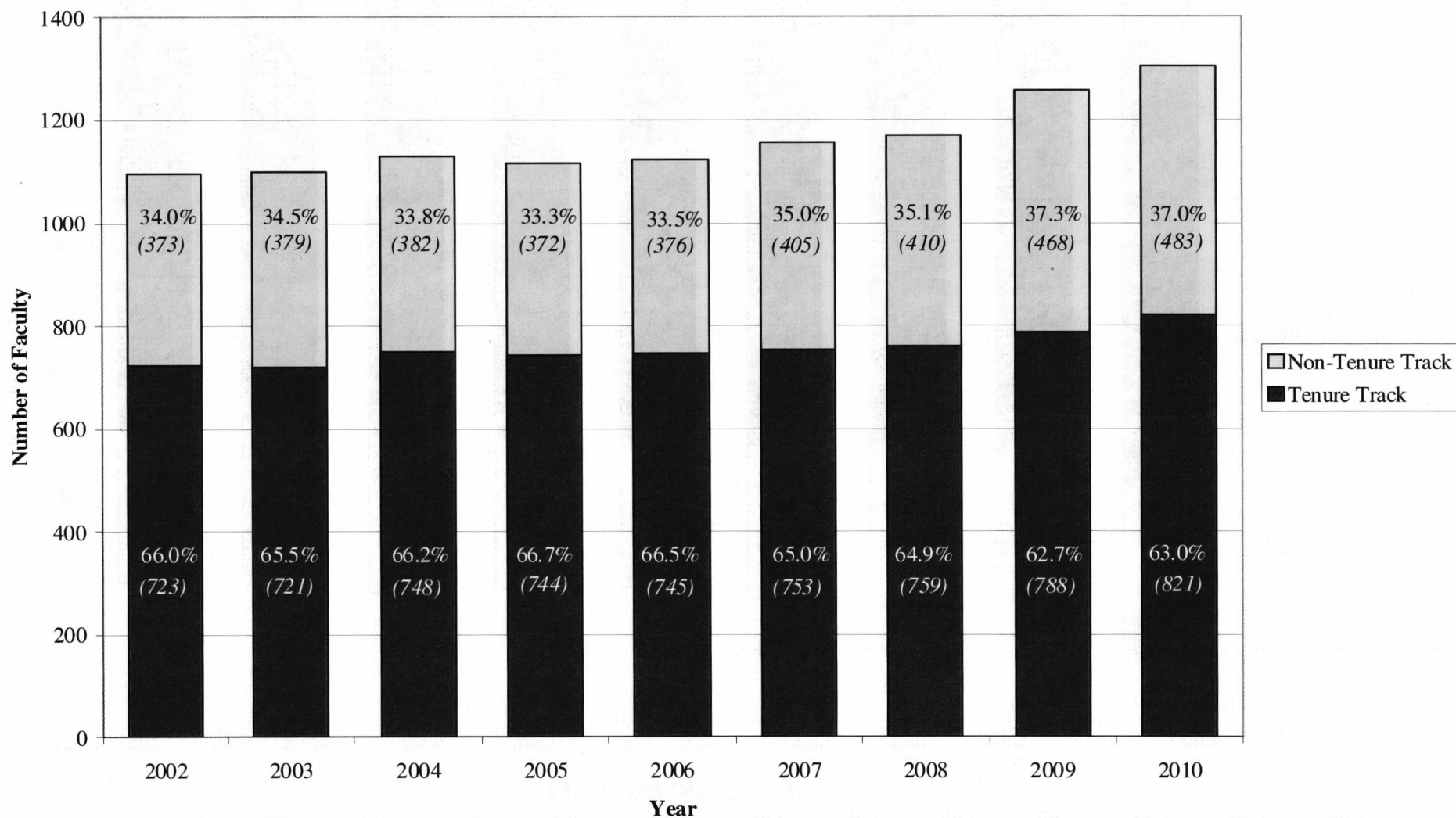
Faculty Composition

Number and Percentage of Tenure Track and Non-Tenure Track Faculty* (Excludes MFA)

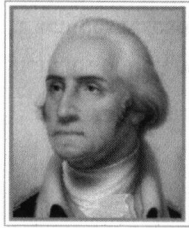


*Includes associate deans

Number and Percentage of Tenure Track and Non-Tenure Track Faculty* (Includes MFA)



*Includes associate deans



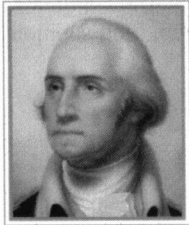
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Total Number of Full-* and Part-Time** Faculty by School (Excludes MFA)

	2002		2003		2004		2005		2006		2007		2008		2009		2010	
School	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
CCAS	399	534	412	572	420	573	409	571	410	560	434	489	429	492	447	521	448	523
ESIA	41	42	42	49	44	62	44	58	44	68	47	68	49	82	54	87	55	92
SB	131	80	118	80	122	90	122	80	121	70	114	81	118	59	118	66	122	64
SEAS	85	110	87	91	85	90	81	77	81	75	80	79	80	83	84	83	87	90
GSEHD	71	74	70	86	70	101	73	95	66	105	69	100	70	107	72	98	74	93
LAW	75	106	71	136	76	138	76	161	79	170	79	178	79	191	84	192	83	193
CPS	2	0	2	0	3	21	3	26	8	32	12	59	14	57	15	62	16	56
SMHS	85	1,718	84	1,644	83	1,652	89	1,556	88	1,578	85	1,606	94	1,594	91	1,460	83	1,377
SON	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14	39
SPHHS	38	198	38	190	50	208	50	231	48	245	44	228	43	240	55	245	67	304
Total	927	2,862	924	2,848	953	2,935	947	2,855	945	2,903	964	2,888	976	2,905	1,020	2,814	1,049	2,831

*Includes both tenure track and non-tenure track faculty

**Excludes research and visiting faculty



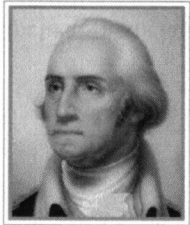
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Total Number of Full-* and Part-Time** Faculty by School (includes MFA)

	2002		2003		2004		2005		2006		2007		2008		2009		2010	
School	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
CCAS	399	534	412	572	420	573	409	571	410	560	434	489	429	492	447	521	448	523
ESIA	41	42	42	49	44	62	44	58	44	68	47	68	49	82	54	87	55	92
SB	131	80	118	80	122	90	122	80	121	70	114	81	118	59	118	66	122	64
SEAS	85	110	87	91	85	90	81	77	81	75	80	79	80	83	84	83	87	90
GSEHD	71	74	70	86	70	101	73	95	66	105	69	100	70	107	72	98	74	93
LAW	75	106	71	136	76	138	76	161	79	170	79	178	79	191	84	192	83	193
CPS	2	0	2	0	3	21	3	26	8	32	12	59	14	57	15	62	16	56
SMHS	254	1,718	260	1,644	260	1,652	258	1,556	264	1,578	279	1,606	287	1,594	327	1,460	338	1,377
SON	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	14	39
SPHHS	38	198	38	190	50	208	50	231	48	245	44	228	43	240	55	245	67	304
Total	1,096	2,862	1,100	2,848	1,130	2,935	1,116	2,855	1,121	2,903	1,158	2,888	1,169	2,905	1,256	2,814	1,304	2,831

*Includes both tenure track and non-tenure track faculty

**Excludes research and visiting faculty

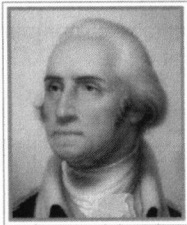


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Tenure Track and Non-Tenure Track Active Status Faculty* by School

	2002		2003		2004		2005		2006		2007		2008		2009		2010	
School	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT
CCAS	297	102	304	108	312	108	308	101	308	102	322	112	316	113	324	123	325	123
ESIA	35	6	36	6	37	7	38	6	38	6	39	8	38	11	42	12	45	10
SB	102	29	91	27	100	22	100	22	100	21	96	18	102	16	103	15	106	16
SEAS	76	9	79	8	78	7	76	5	76	5	73	7	72	8	74	10	78	9
GSEHD	42	29	40	30	41	29	43	30	41	25	43	26	47	23	47	25	47	27
LAW	62	13	60	11	65	11	65	11	68	11	68	11	69	10	73	11	79	4
CPS	0	2	0	2	0	3	0	3	1	7	1	11	1	13	1	14	1	15
SMHS	55	30	52	32	52	31	57	32	57	31	58	27	59	35	62	29	56	28
MFA	41	128	42	134	43	134	38	131	36	140	35	159	35	158	33	203	31	223
SON	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	8	6
SPHHS	13	25	17	21	20	30	19	31	20	28	18	26	20	23	29	26	45	22
Total	723	373	721	379	748	382	744	372	745	376	753	405	759	410	788	468	821	483

*Includes associate deans

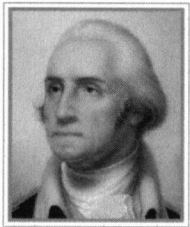


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Percentage of Tenure Track and Non-Tenure Track Active Status Faculty* by School

	2002		2003		2004		2005		2006		2007		2008		2009		2010	
School	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT
CCAS	74%	26%	74%	26%	74%	26%	75%	25%	75%	25%	74%	26%	74%	26%	72%	28%	73%	27%
ESIA	85%	15%	86%	14%	84%	16%	86%	14%	86%	14%	83%	17%	78%	22%	78%	22%	82%	18%
SB	78%	22%	77%	23%	82%	18%	82%	18%	83%	17%	84%	16%	86%	14%	87%	13%	87%	13%
SEAS	89%	11%	91%	9%	92%	8%	94%	6%	94%	6%	91%	9%	90%	10%	88%	12%	90%	10%
GSEHD	59%	41%	57%	43%	59%	41%	59%	41%	62%	38%	62%	38%	67%	33%	65%	35%	64%	36%
LAW	83%	17%	85%	15%	86%	14%	86%	14%	86%	14%	86%	14%	87%	13%	87%	13%	95%	5%
CPS	0%	100%	0%	100%	0%	100%	0%	100%	13%	88%	8%	92%	7%	93%	7%	93%	6%	94%
SMHS	65%	35%	62%	38%	63%	37%	64%	36%	65%	35%	68%	32%	63%	37%	68%	32%	67%	33%
MFA	24%	76%	24%	76%	24%	76%	22%	78%	20%	80%	18%	82%	18%	82%	14%	86%	12%	88%
SON	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	57%	43%
SPHHS	34%	66%	45%	55%	40%	60%	38%	62%	42%	58%	41%	59%	47%	53%	53%	47%	67%	33%
Total	66%	34%	66%	34%	66%	34%	67%	33%	66%	34%	65%	35%	65%	35%	63%	37%	63%	37%

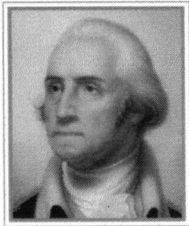
*Includes associate deans



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Total Number of Research Staff by School

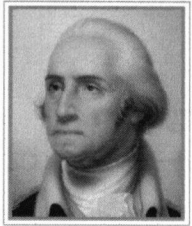
School	2002	2003	2004	2005	2006	2007	2008	2009	2010
CCAS	34	31	29	27	26	21	28	20	22
ESIA	2	1	1	2	2	4	3	2	2
SB	3	3	1	2	4	4	4	5	5
SEAS	15	15	13	12	15	12	10	3	3
GSEHD	7	7	7	8	8	7	6	3	4
LAW	1	1	2	3	1	1	0	1	0
CPS	0	0	0	0	2	1	2	2	2
SMHS	58	57	55	47	43	43	36	36	30
SON	--	--	--	--	--	--	--	--	4
SPHHS	38	41	33	34	30	39	49	52	32
Total	158	156	141	135	131	132	138	124	104



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Total Number of Visiting Faculty by School

School	2002	2003	2004	2005	2006	2007	2008	2009	2010
CCAS	47	32	24	26	26	23	19	5	9
ESIA	4	6	6	4	2	5	3	0	2
SB	18	19	2	3	1	7	6	8	9
SEAS	2	2	2	1	0	1	0	0	0
GSEHD	6	4	4	2	7	5	6	8	4
LAW	9	12	7	3	10	7	14	13	12
CPS	0	0	0	0	2	2	0	0	0
SMHS	3	4	4	1	0	2	1	3	1
SON	--	--	--	--	--	--	--	--	1
SPHHS	2	2	1	3	3	7	8	8	7
Total	91	81	50	43	51	59	57	45	45

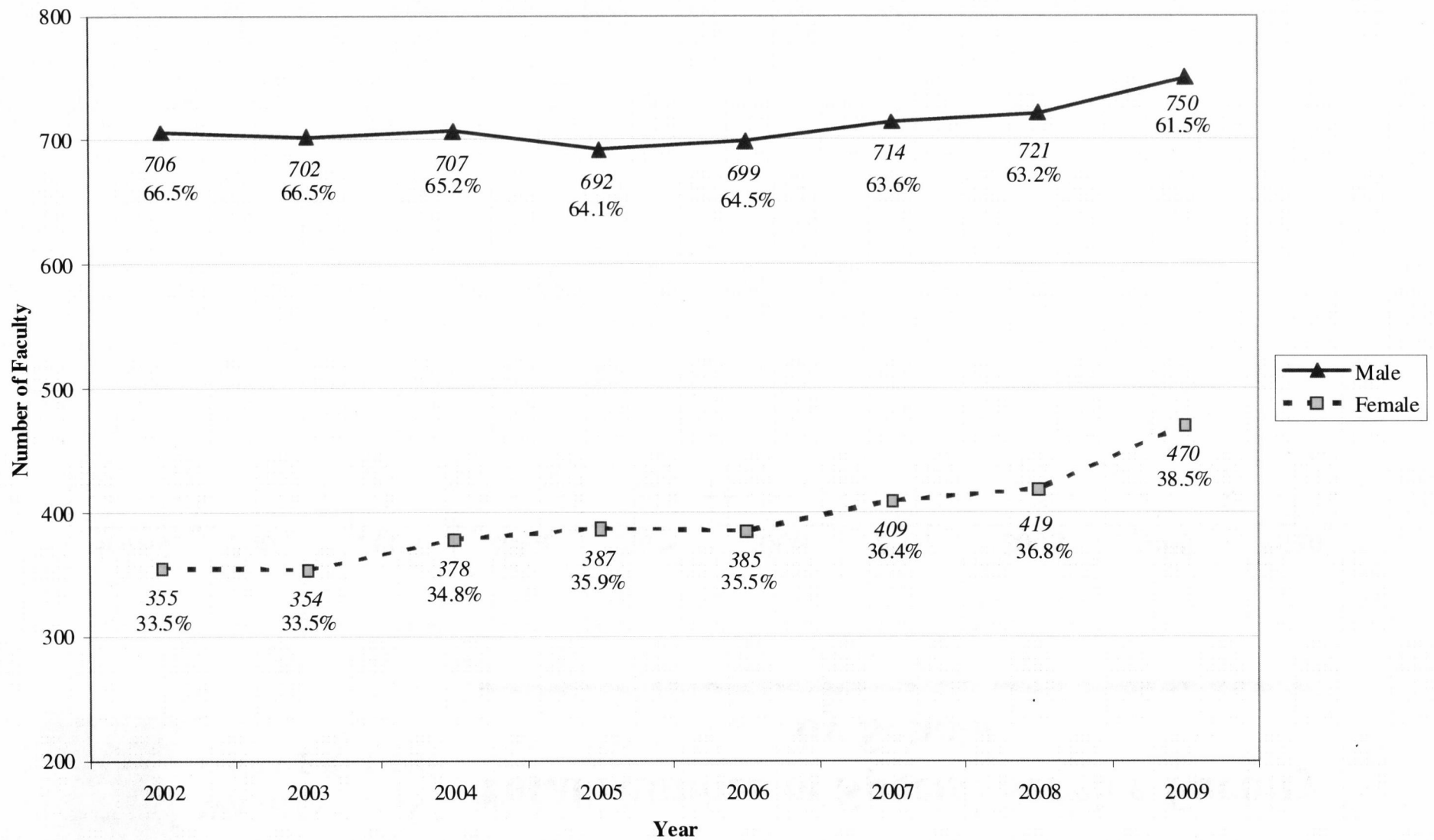


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Total Number of Special Service Faculty by School

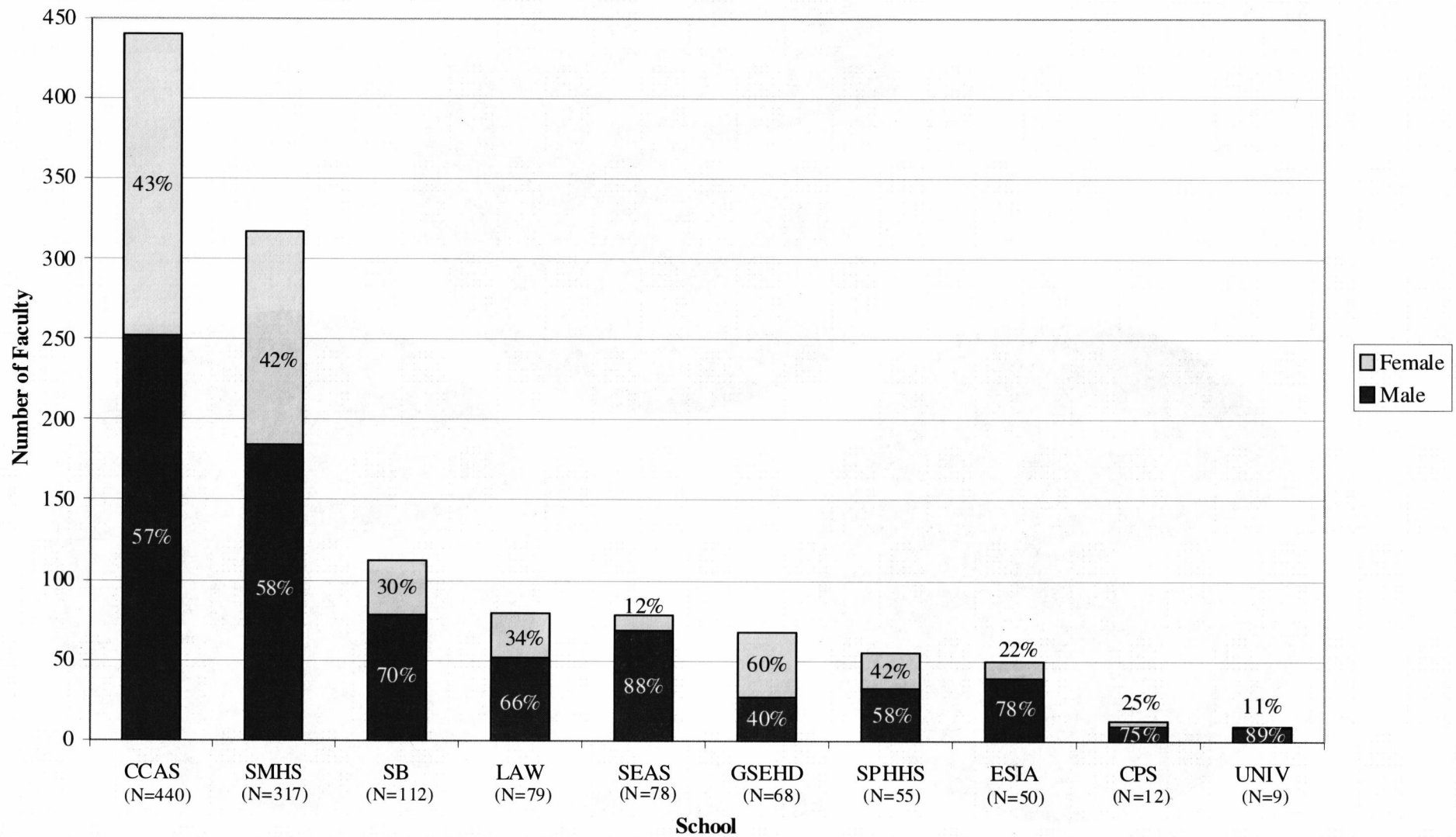
School	2002	2003	2004	2005	2006	2007	2008	2009	2010
CCAS	--	--	--	--	--	11	21	24	24
SEAS	--	--	--	--	--	--	--	1	1

Total Number and Percentage of Full-Time Female and Male Faculty*



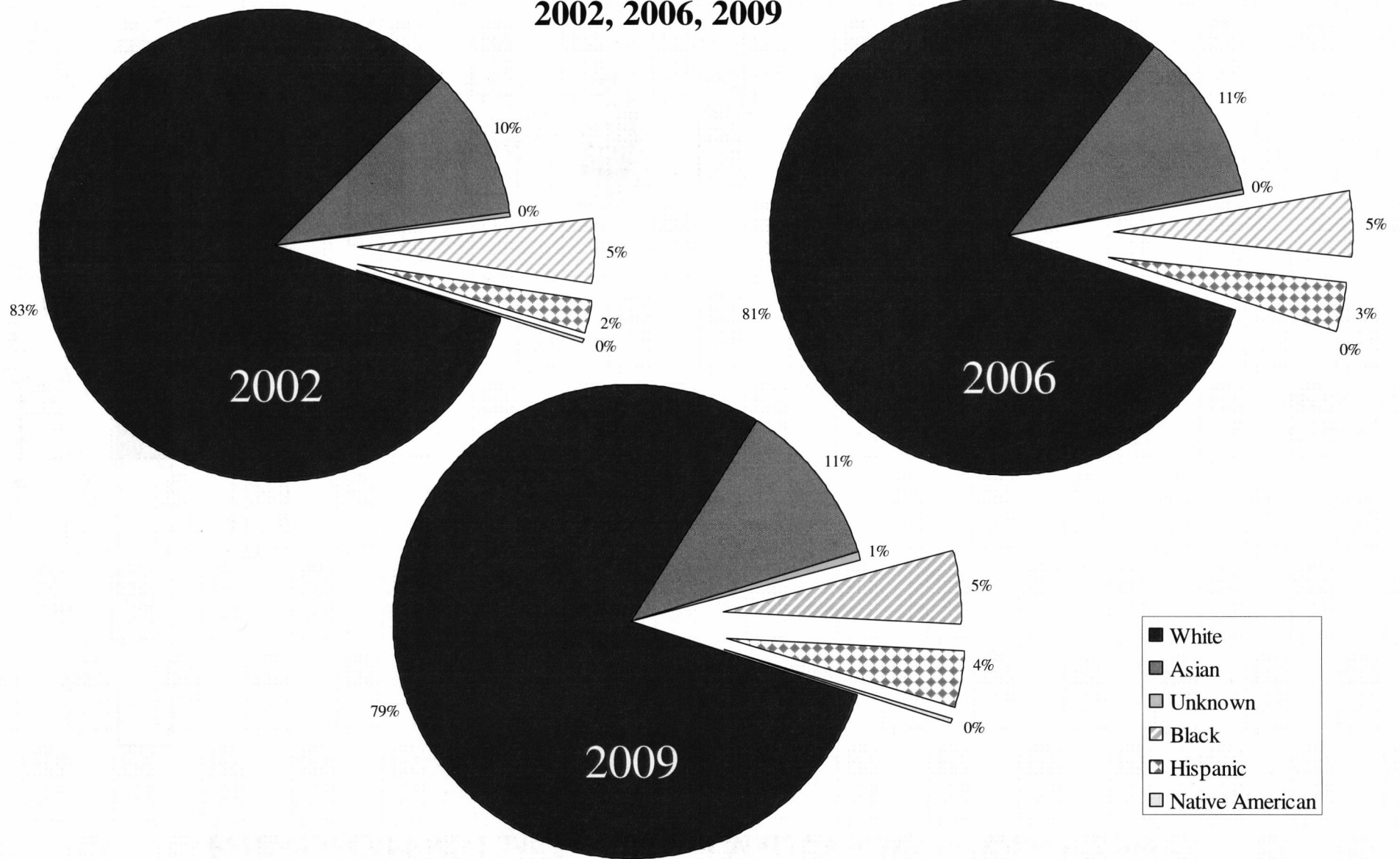
*Excludes deans and associate deans; includes all schools; SMHS includes MFA faculty

Percentage of Full-Time Female and Male Faculty* by School: 2009

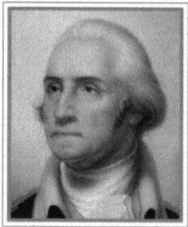


*Excludes deans and associate deans; SMHS includes MFA faculty

Percentage of Full-Time Underrepresented Minority* Faculty: 2002, 2006, 2009

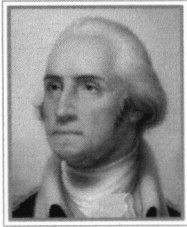


*Includes black, Hispanic, and Native American faculty; excludes deans and associate deans



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Faculty Teaching Loads



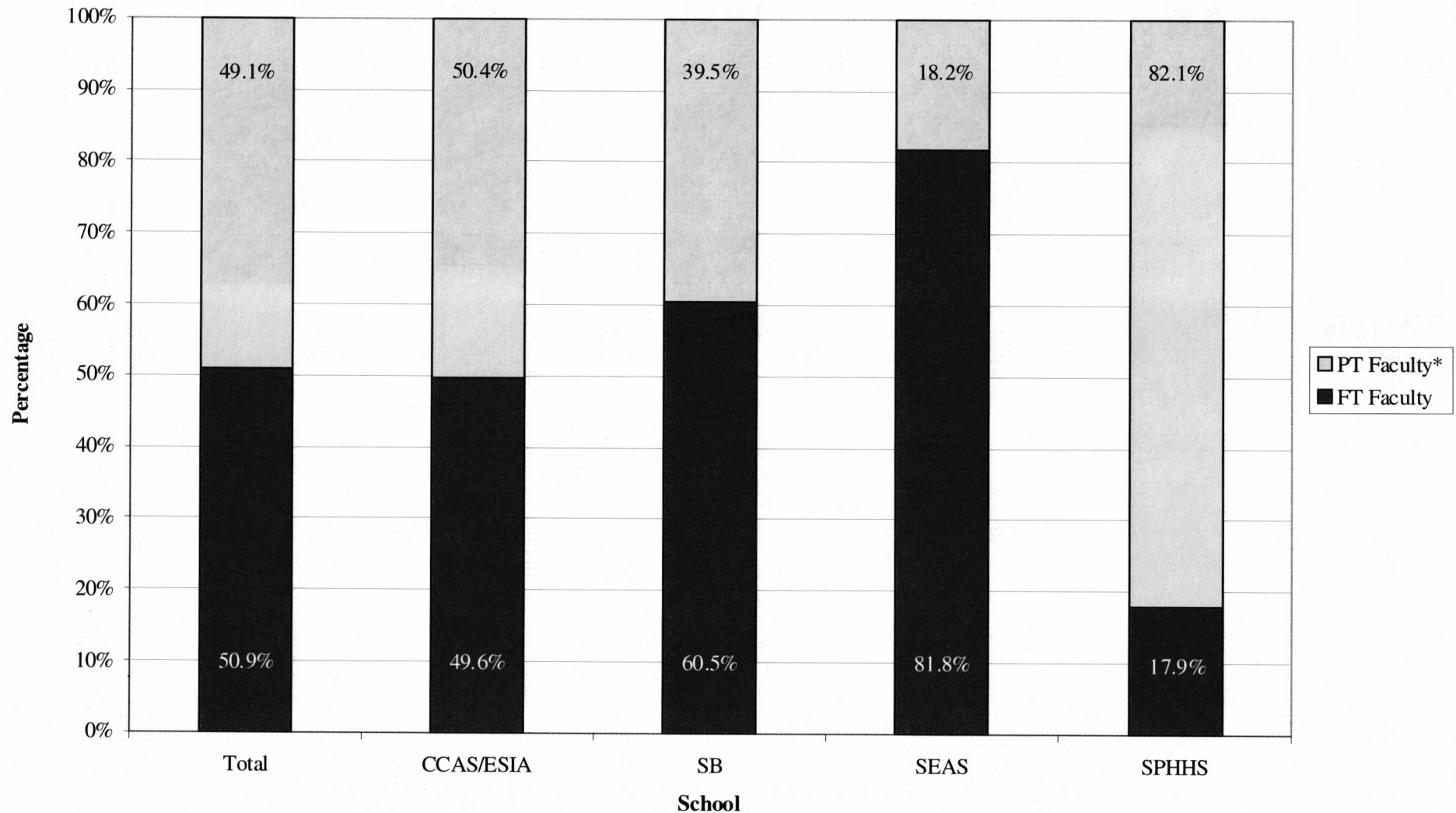
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Average AY Teaching Load in Course Hours of Tenure Track and Non-Tenure Track Faculty

	2005		2006		2007		2008		2009	
School	TT	NTT	TT	NTT	TT	NTT	TT	NTT	TT	NTT
CCAS	10.8	14.7	10.6	14.3	10.4	15.3	10.4	16.5	10.0	15.5
ESIA	9.9	6.4	8.9	5.6	10.3	9.3	9.7	9.8	10.1	10.1
SB	11.8	14.5	11.2	13.7	11.6	12.4	11.6	12.4	10.9	11.7
SEAS	10.7	9.4	10.8	12.8	10.0	10.0	10.8	11.2	10.3	12.8
GSEHD	10.6	11.8	9.7	11.9	11.4	9.3	8.9	10.3	10.4	9.4
LAW	8.5	10.9	8.5	7.5	10.3	9.3	8.0	7.9	8.7	10.0
CPS	N/A	12.0	N/A	11.0	N/A	13.5	9.0	13.5	9.0	13.9
SPHHS	6.5	10.0	7.6	9.8	6.7	7.7	5.8	8.5	6.8	7.7

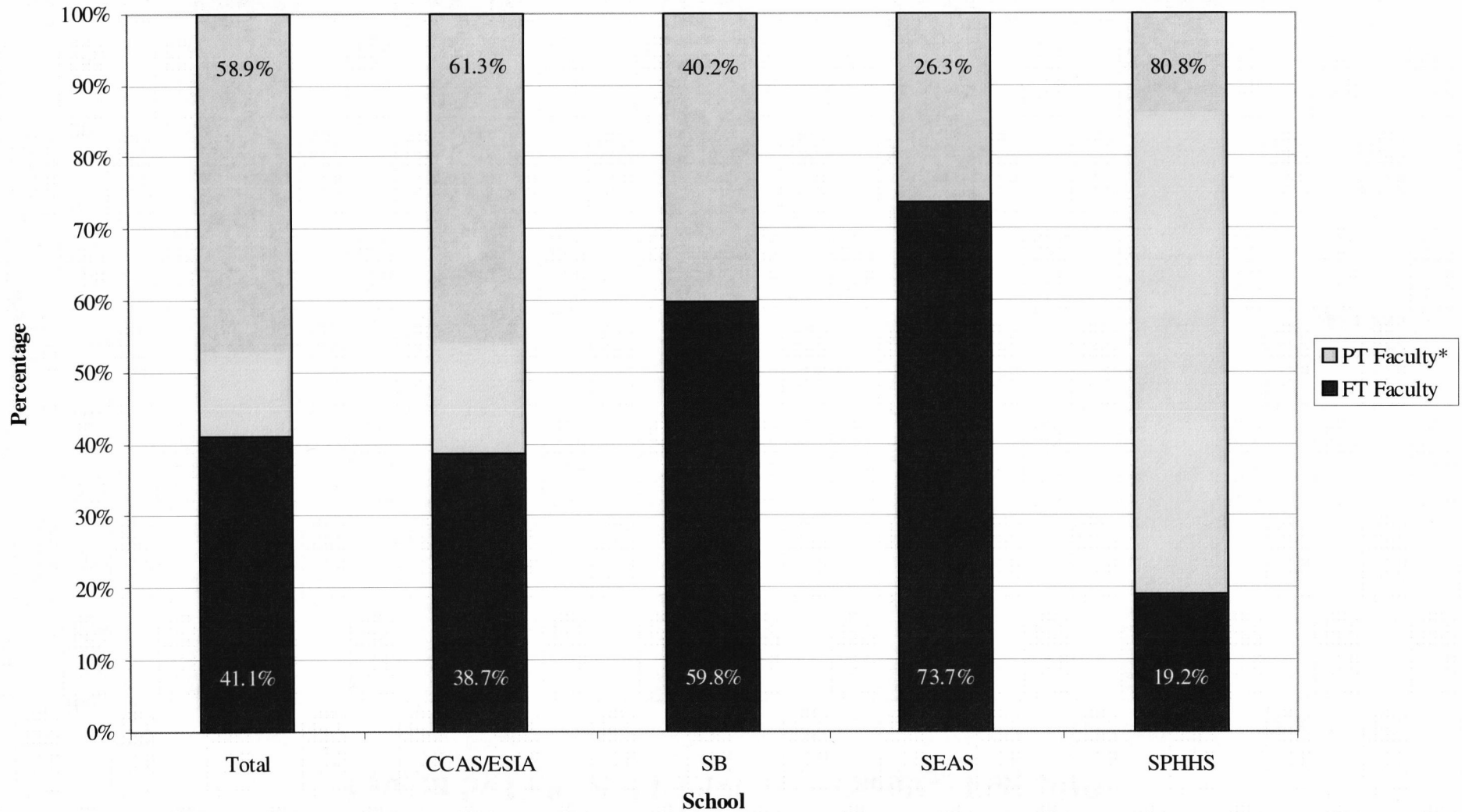
Courses

**Percentage of ~~Students~~ Enrolled in On-Campus Undergraduate Courses
Taught by Full- and Part-Time* Faculty: Fall 2010**



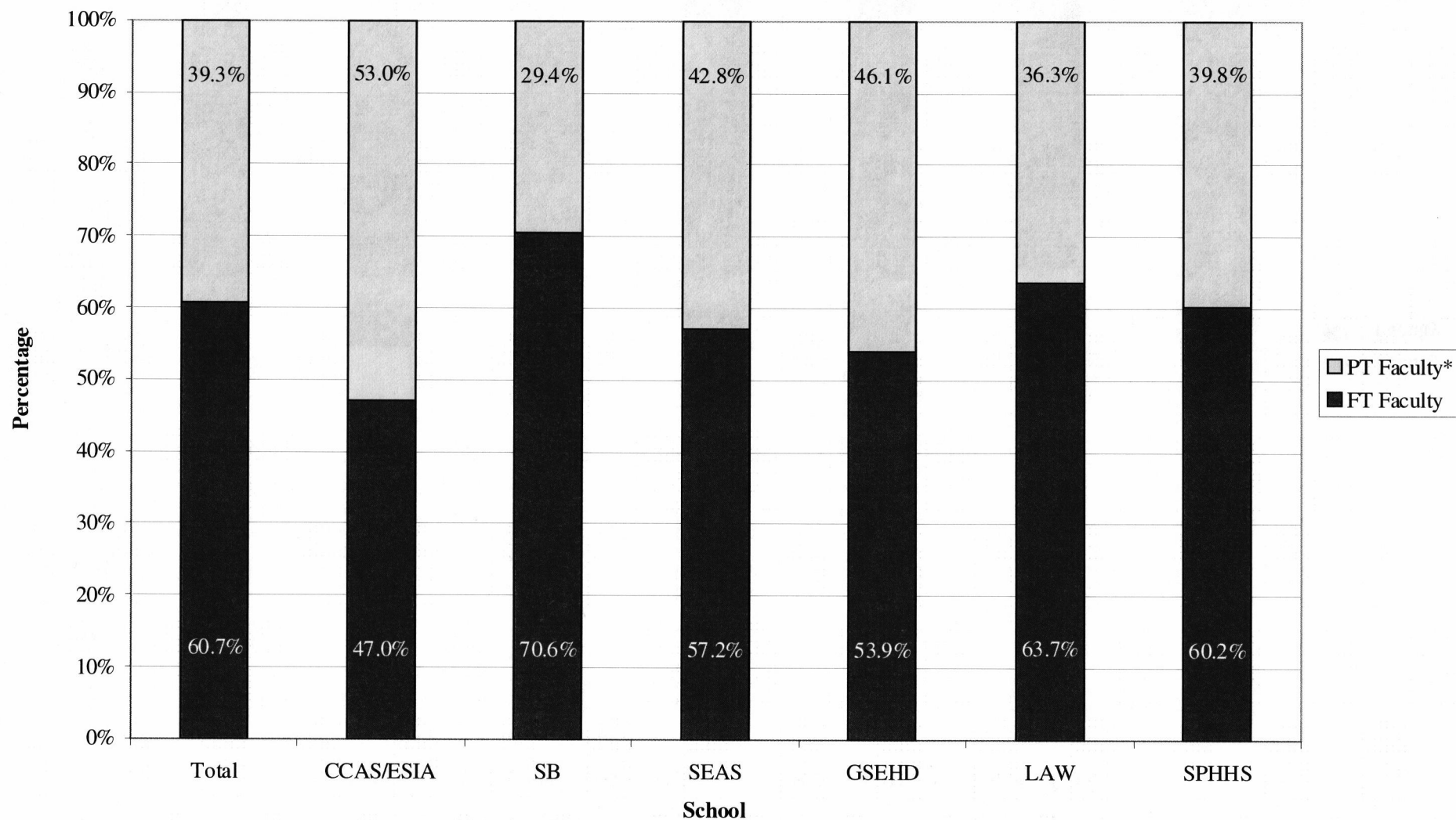
*Includes graduate teaching assistants and visiting faculty

Percentage of On-Campus Undergraduate Course Sections Taught by Full- and Part-Time* Faculty: Fall 2010



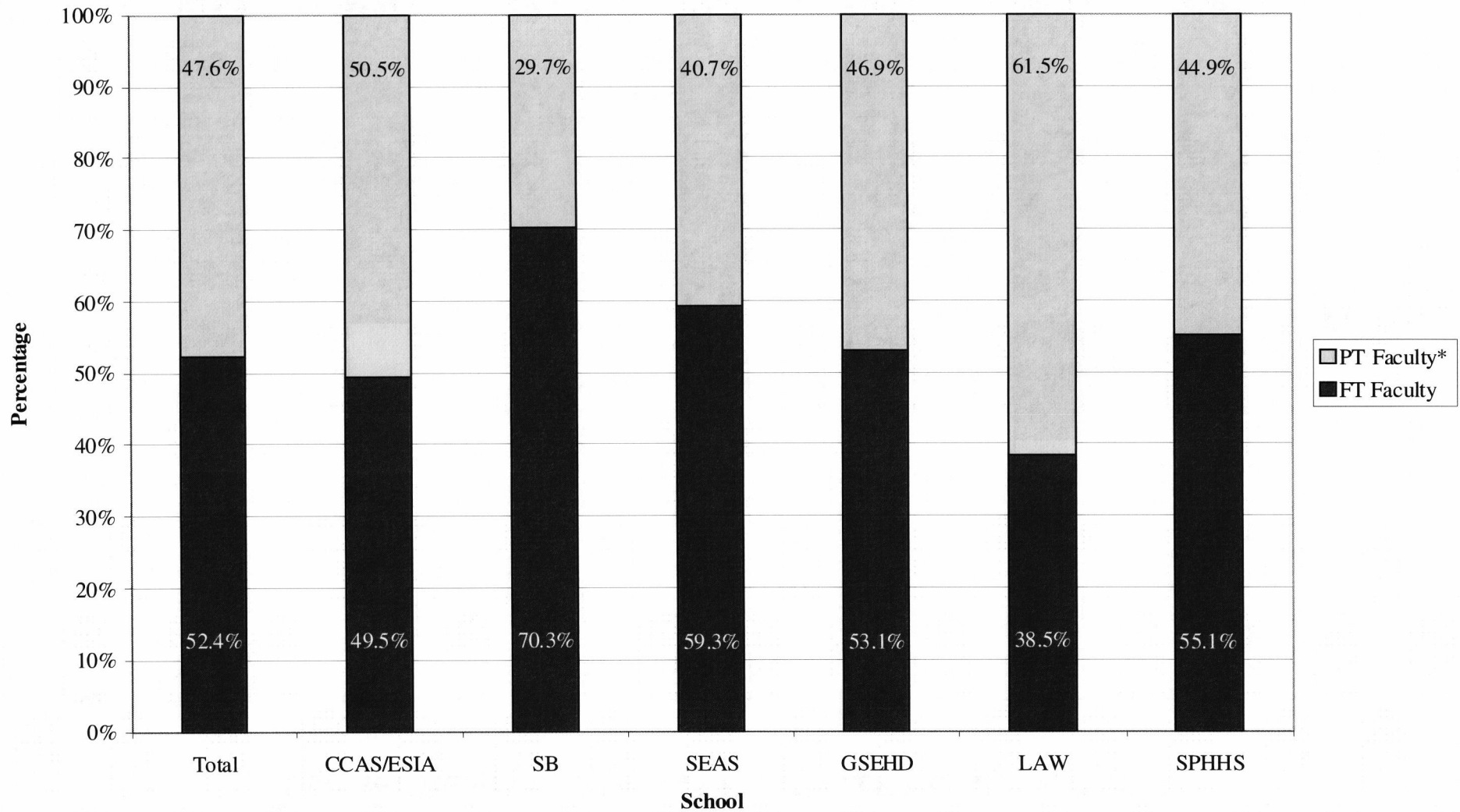
*Includes graduate teaching assistants and visiting faculty

Percentage of Students Enrolled in On-Campus Graduate Courses Taught by Full- and Part-Time* Faculty: Fall 2010

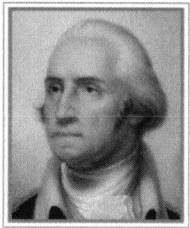


*Includes graduate teaching assistants and visiting faculty

Percentage of On-Campus Graduate Course Sections Taught by Full- and Part-Time* Faculty: Fall 2010



*Includes graduate teaching assistants and visiting faculty

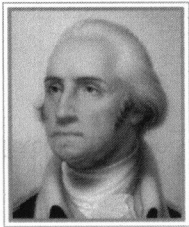


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Student-Faculty Ratio*

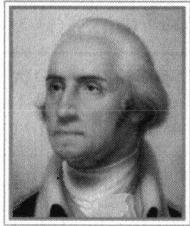
	2002	2003	2004	2005	2006	2007	2008	2009
Ratio	13.6	13.6	13.5	13.6	13.4	13.5	13.0	13.0

*Excludes schools that have only post-baccalaureate students or a very small number of undergraduate students (e.g., GSEHD, Law, SMHS, SON, SPHHS)



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Comparison of AAUP and Market Basket Salaries



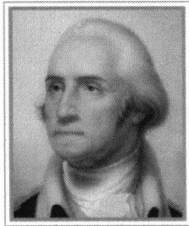
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Comparison of GW Faculty Salary Averages with AAUP 60th Percentile Averages: AY 2009-10

School	Professors			Associate Professors			Assistant Professors		
	2009-10	AAUP 60%	Difference	2009-10	AAUP 60%	Difference	2009-10	AAUP 60%	Difference
CCAS	\$122,738	\$120,867	\$1,871	\$83,814	\$84,931	(\$1,117)	\$69,940	\$72,672	(\$2,732)
ESIA	\$136,093	\$120,867	\$15,226	\$91,508	\$84,931	\$6,577	\$75,411	\$72,672	\$2,739
SB	\$136,901	\$120,867	\$16,034	\$119,354	\$84,931	\$34,423	\$125,594	\$72,672	\$52,922
SEAS	\$141,544	\$120,867	\$20,677	\$107,505	\$84,931	\$22,574	\$92,598	\$72,672	\$19,926
GSEHD	\$122,839	\$120,867	\$1,972	\$83,870	\$84,931	(\$1,061)	\$65,155	\$72,672	(\$7,517)
Law*	\$217,949	\$120,867	\$97,082	\$158,584	\$84,931	\$73,653	N/A	N/A	N/A
CPS**	**	**	**	\$84,369	\$84,931	(\$562)	**	**	**
SPHHS	\$152,158	\$120,867	\$31,291	\$117,426	\$84,931	\$32,495	\$84,694	\$72,672	\$12,022
GW AAUP Salary Average	\$142,900	\$120,867	\$22,033	\$98,600	\$84,931	\$13,669	\$81,000	\$72,672	\$8,328

*Excludes clinical law faculty

** CPS data is incomplete where N<3

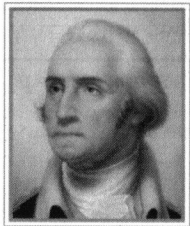


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Comparison of GW and Market Basket Professor Salary Averages with AAUP 80th Percentile Averages*

GW Market Basket		Professors						
Institution	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
New York University	\$132,200	\$134,200	\$138,100	\$144,000	\$149,500	\$162,400	\$170,700	\$171,700
Northwestern University	\$127,700	\$131,900	\$136,300	\$140,800	\$147,200	\$153,600	\$161,800	\$166,300
Duke University	\$124,900	\$128,600	\$131,200	\$136,400	\$142,000	\$152,600	\$161,200	\$160,800
Washington University	\$117,900	\$122,000	\$128,400	\$135,200	\$145,100	\$150,800	\$159,300	\$160,700
Georgetown University	\$116,300	\$119,200	\$127,100	\$132,500	\$139,900	\$148,600	\$155,900	\$155,500
Emory University	\$121,800	\$126,500	\$131,900	\$137,000	\$142,200	\$147,200	\$153,400	\$154,800
American University	\$108,300	\$112,200	\$116,800	\$123,500	\$127,400	\$136,100	\$142,900	\$146,500
University of Southern California	\$113,000	\$118,700	\$123,800	\$129,000	\$134,500	\$140,100	\$145,000	\$145,800
Vanderbilt University	\$112,300	\$117,100	\$123,900	\$126,600	\$135,400	\$140,300	\$145,900	\$145,100
George Washington University	\$107,500	\$106,400	\$110,300	\$118,800	\$123,900	\$128,500	\$134,700	\$142,900
Boston University	N/A	N/A	N/A	\$117,000	\$122,200	\$127,200	\$135,700	\$140,600
Southern Methodist University	\$102,000	\$105,500	\$109,100	\$115,800	\$121,000	\$124,400	\$127,500	\$133,400
University of Miami	\$98,700	\$104,800	\$107,000	\$111,500	\$118,000	\$125,000	\$132,800	\$132,500
Tulane University	\$99,100	\$100,200	\$102,800	\$109,800	\$116,000	\$119,800	\$125,900	\$128,000
Tufts University	\$100,000	\$103,000	\$109,400	\$114,700	\$118,500	\$122,700	\$128,000	\$127,200
Mean (excludes GW)	\$106,462	\$108,603	\$121,985	\$126,700	\$132,779	\$139,343	\$146,143	\$147,779
AAUP 80th percentile	\$113,400	\$117,223	\$112,168	\$116,643	\$121,196	\$127,492	\$132,969	\$134,671

* Sorted by 2009-10 overall averages

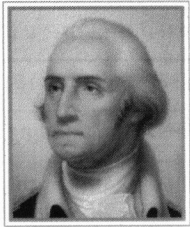


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Comparison of GW and Market Basket Associate Professor Salary Averages with AAUP 80th Percentile Averages*

GW Market Basket		Associate Professors						
Institution	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Northwestern University	\$83,900	\$86,900	\$90,700	\$93,700	\$97,500	\$100,500	\$105,300	\$106,900
Duke University	\$84,100	\$85,400	\$89,500	\$91,300	\$96,800	\$102,500	\$107,300	\$102,600
New York University	\$82,600	\$82,700	\$85,400	\$88,300	\$91,200	\$102,600	\$103,700	\$101,500
Georgetown University	\$76,200	\$79,200	\$82,800	\$86,000	\$89,100	\$95,400	\$101,000	\$100,700
Emory University	\$79,400	\$81,100	\$84,300	\$86,200	\$90,100	\$93,400	\$100,500	\$99,400
George Washington University	\$76,400	\$76,400	\$80,700	\$84,300	\$89,400	\$92,600	\$97,000	\$98,600
University of Southern California	\$77,900	\$81,500	\$84,600	\$88,500	\$92,000	\$93,600	\$95,800	\$98,600
Washington University	\$78,700	\$81,000	\$85,100	\$90,500	\$93,300	\$96,400	\$96,500	\$97,100
American University	\$74,800	\$78,600	\$80,000	\$81,200	\$84,900	\$88,900	\$92,600	\$96,400
Boston University	N/A	N/A	N/A	\$78,600	\$81,700	\$86,000	\$91,200	\$95,500
Tufts University	\$76,000	\$77,300	\$82,500	\$85,300	\$87,900	\$90,200	\$95,300	\$95,300
Vanderbilt University	\$74,200	\$76,200	\$79,000	\$81,900	\$86,300	\$91,000	\$93,500	\$93,100
Southern Methodist University	\$68,900	\$70,200	\$72,600	\$78,000	\$80,500	\$84,100	\$88,800	\$89,900
University of Miami	\$66,300	\$70,000	\$72,200	\$75,200	\$79,000	\$83,000	\$86,200	\$86,900
Tulane University	\$71,600	\$69,700	\$73,500	\$77,000	\$78,800	\$82,400	\$83,400	\$84,000
Mean (excludes GW)	\$76,508	\$78,446	\$81,708	\$84,407	\$87,793	\$92,143	\$95,793	\$96,279
AAUP 80th percentile	\$74,636	\$76,798	\$79,139	\$82,173	\$85,878	\$89,692	\$93,074	\$94,414

* Sorted by 2009-10 overall averages

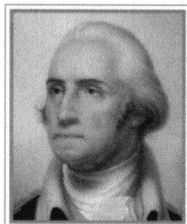


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Comparison of GW and Market Basket Assistant Professor Salary Averages with AAUP 80th Percentile Averages*

GW Market Basket		Assistant Professors						
Institution	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
Northwestern University	\$73,400	\$76,800	\$79,300	\$81,200	\$83,500	\$87,900	\$93,500	\$95,300
New York University	\$73,100	\$74,800	\$73,700	\$75,900	\$80,100	\$90,300	\$93,500	\$92,700
Duke University	\$72,400	\$74,600	\$75,500	\$78,800	\$82,400	\$87,300	\$91,600	\$89,800
University of Southern California	\$69,100	\$70,900	\$73,700	\$76,400	\$81,600	\$85,000	\$86,700	\$89,600
Washington University	\$69,300	\$72,100	\$72,400	\$73,400	\$77,200	\$80,000	\$85,000	\$85,400
Southern Methodist University	\$61,800	\$64,500	\$68,200	\$69,200	\$72,300	\$78,500	\$82,900	\$84,400
Georgetown University	\$62,400	\$63,900	\$65,400	\$71,400	\$73,700	\$75,600	\$80,500	\$83,600
Emory University	\$69,000	\$72,300	\$74,500	\$76,300	\$77,900	\$78,900	\$84,100	\$83,400
Boston University	N/A	N/A	N/A	\$66,000	\$69,800	\$71,000	\$76,400	\$82,100
George Washington University	\$60,600	\$60,600	\$63,200	\$69,300	\$72,100	\$75,100	\$78,700	\$81,000
University of Miami	\$60,600	\$64,300	\$65,800	\$67,800	\$72,700	\$76,600	\$79,500	\$79,100
Tufts University	\$59,800	\$61,700	\$65,800	\$67,700	\$70,800	\$73,300	\$75,800	\$75,700
Vanderbilt University	\$68,600	\$64,300	\$65,000	\$66,000	\$67,200	\$69,500	\$72,500	\$73,100
Tulane University	\$60,800	\$61,100	\$61,300	\$65,300	\$63,400	\$66,100	\$65,200	\$67,800
American University	\$58,800	\$58,100	\$60,000	\$60,900	\$64,300	\$67,900	\$67,600	\$67,200
Mean (excludes GW)	\$66,085	\$68,950	\$69,277	\$71,164	\$74,064	\$77,707	\$81,057	\$82,086
AAUP 80th percentile	\$62,852	\$64,324	\$66,817	\$69,668	\$71,763	\$75,816	\$78,886	\$81,002

* Sorted by 2009-10 overall averages

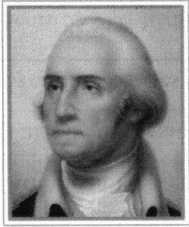


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Comparison of GW and Market Basket Composite Salary Averages with AAUP 80th Percentile Averages*

GW Market Basket	Composite							
Institution	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10
New York University	\$104,398	\$105,591	\$108,226	\$111,084	\$115,048	\$131,619	\$137,635	\$134,914
Northwestern University	\$105,168	\$108,522	\$111,973	\$115,774	\$119,243	\$124,157	\$130,672	\$134,079
Duke University	\$101,743	\$103,948	\$106,701	\$110,495	\$116,728	\$125,717	\$132,703	\$131,390
Washington University	\$94,665	\$98,497	\$102,402	\$107,593	\$115,032	\$119,400	\$126,359	\$126,922
Georgetown University	\$89,648	\$91,600	\$96,532	\$103,089	\$108,815	\$114,568	\$121,350	\$121,228
Emory University	\$93,870	\$96,948	\$101,356	\$104,848	\$109,390	\$112,796	\$119,622	\$120,616
University of Southern California	\$93,274	\$97,797	\$101,622	\$106,147	\$110,825	\$114,675	\$117,323	\$120,594
George Washington University	\$84,912	\$84,414	\$88,098	\$95,149	\$99,421	\$102,923	\$108,474	\$112,361
Boston University	N/A	N/A	N/A	\$89,985	\$94,266	\$97,930	\$106,326	\$112,046
Vanderbilt University	\$90,442	\$91,609	\$96,439	\$98,140	\$105,096	\$108,542	\$112,098	\$111,319
Southern Methodist University	\$79,985	\$82,601	\$85,850	\$89,939	\$93,838	\$98,524	\$102,463	\$105,715
University of Miami	\$80,271	\$84,803	\$87,025	\$90,521	\$95,737	\$101,176	\$104,939	\$104,882
Tufts University	\$79,866	\$81,626	\$87,027	\$90,547	\$93,792	\$97,278	\$102,339	\$101,695
American University	\$81,161	\$81,873	\$84,071	\$86,673	\$89,465	\$92,798	\$96,303	\$97,050
Tulane University	\$77,465	\$77,182	\$79,848	\$84,313	\$85,954	\$88,729	\$92,086	\$94,734
Mean (excludes GW)	\$93,424	\$95,801	\$96,082	\$99,225	\$103,802	\$109,136	\$114,444	\$115,513

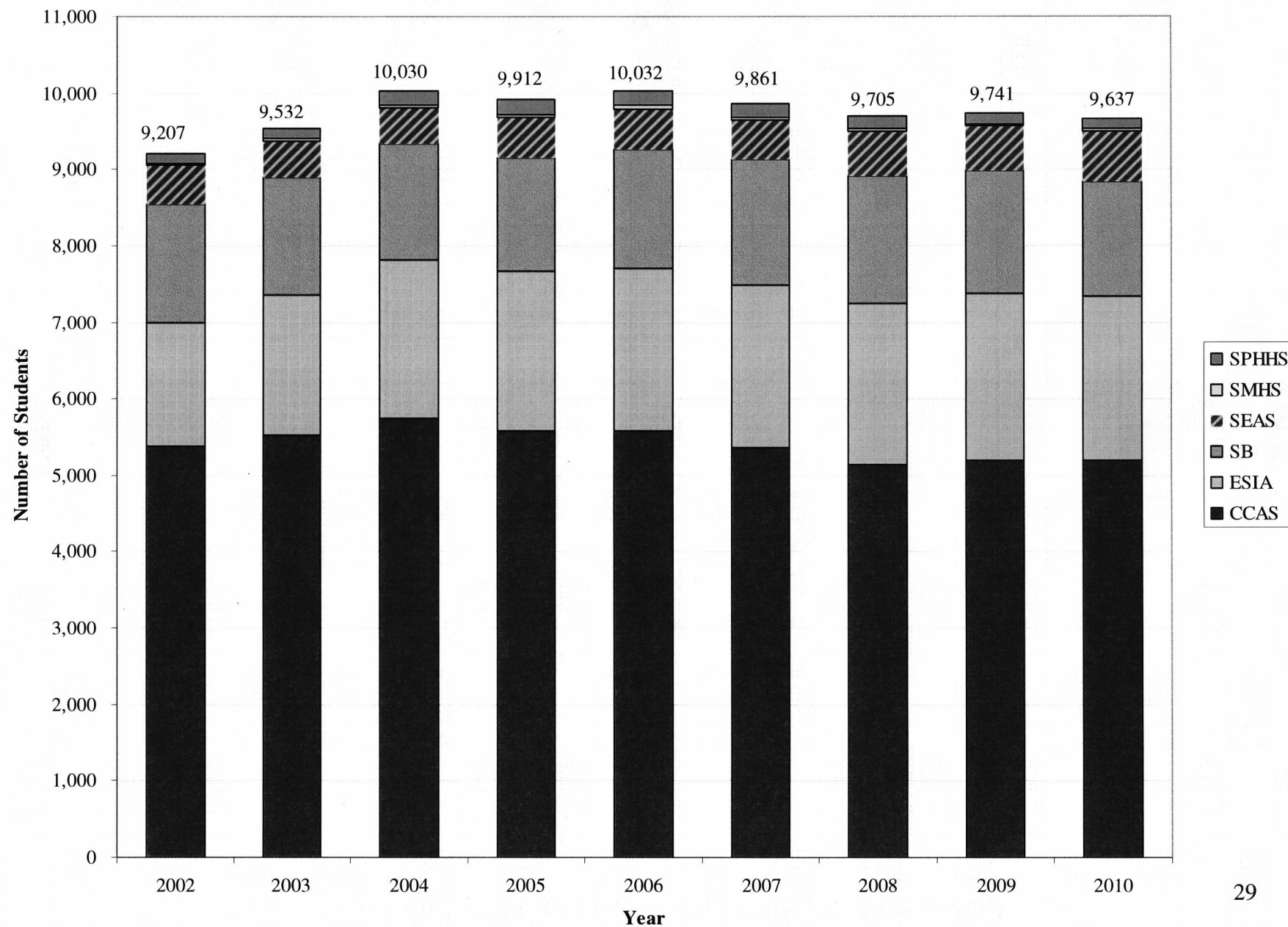
* Sorted by 2009-10 overall averages



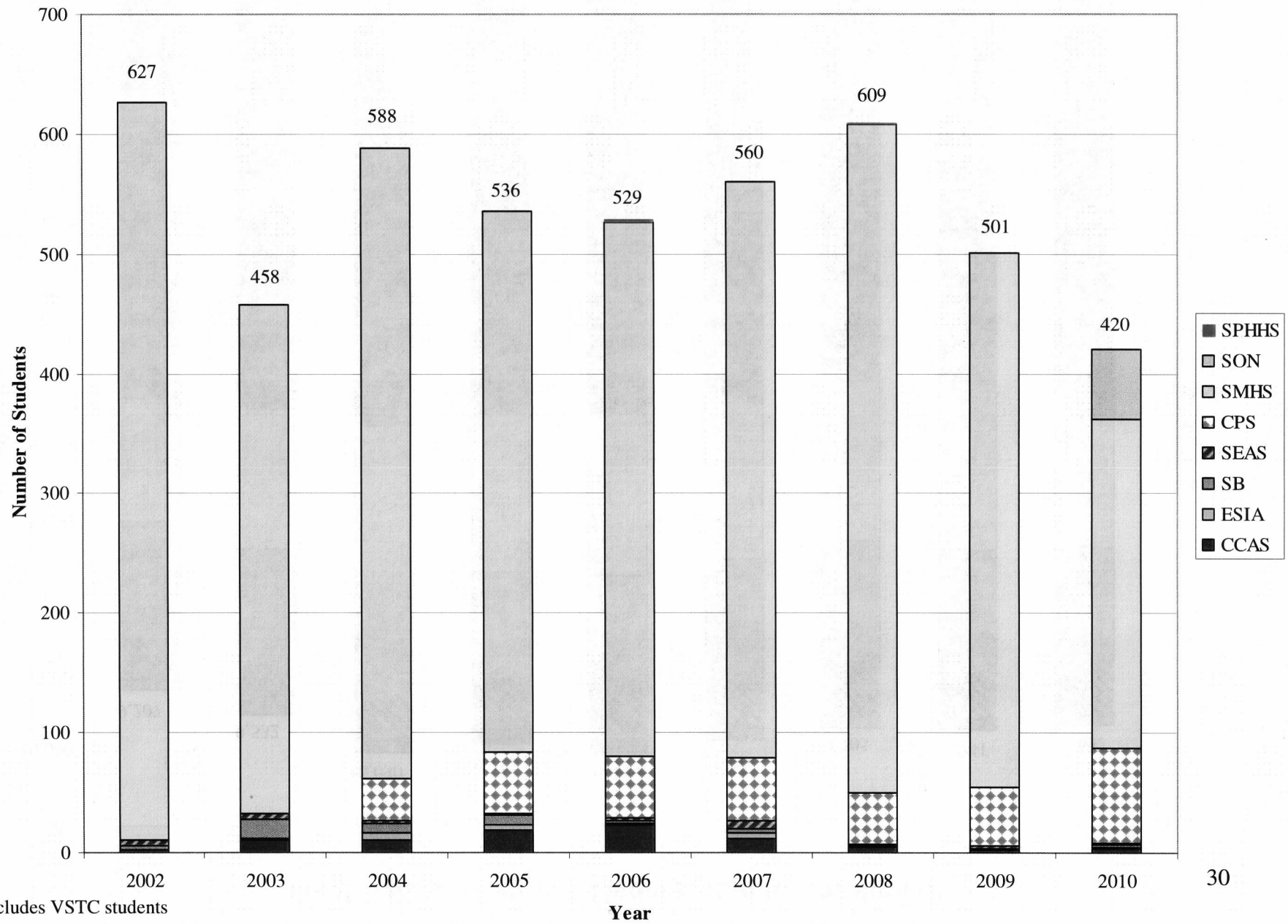
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Undergraduate Degree Programs: Enrollment Trends

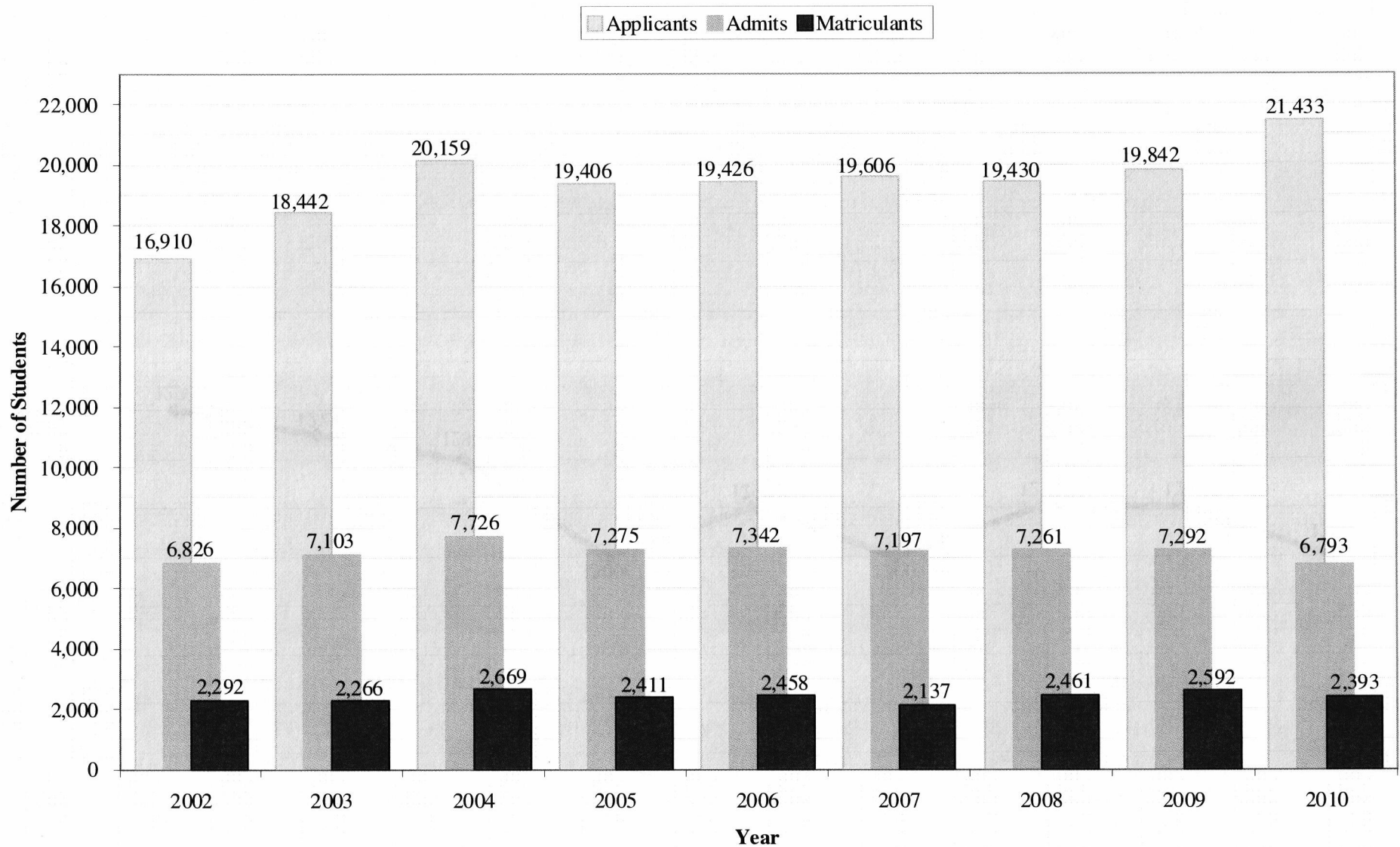
Total Fall On-Campus Undergraduate Enrollment



Total Fall Off-Campus* Undergraduate Enrollment

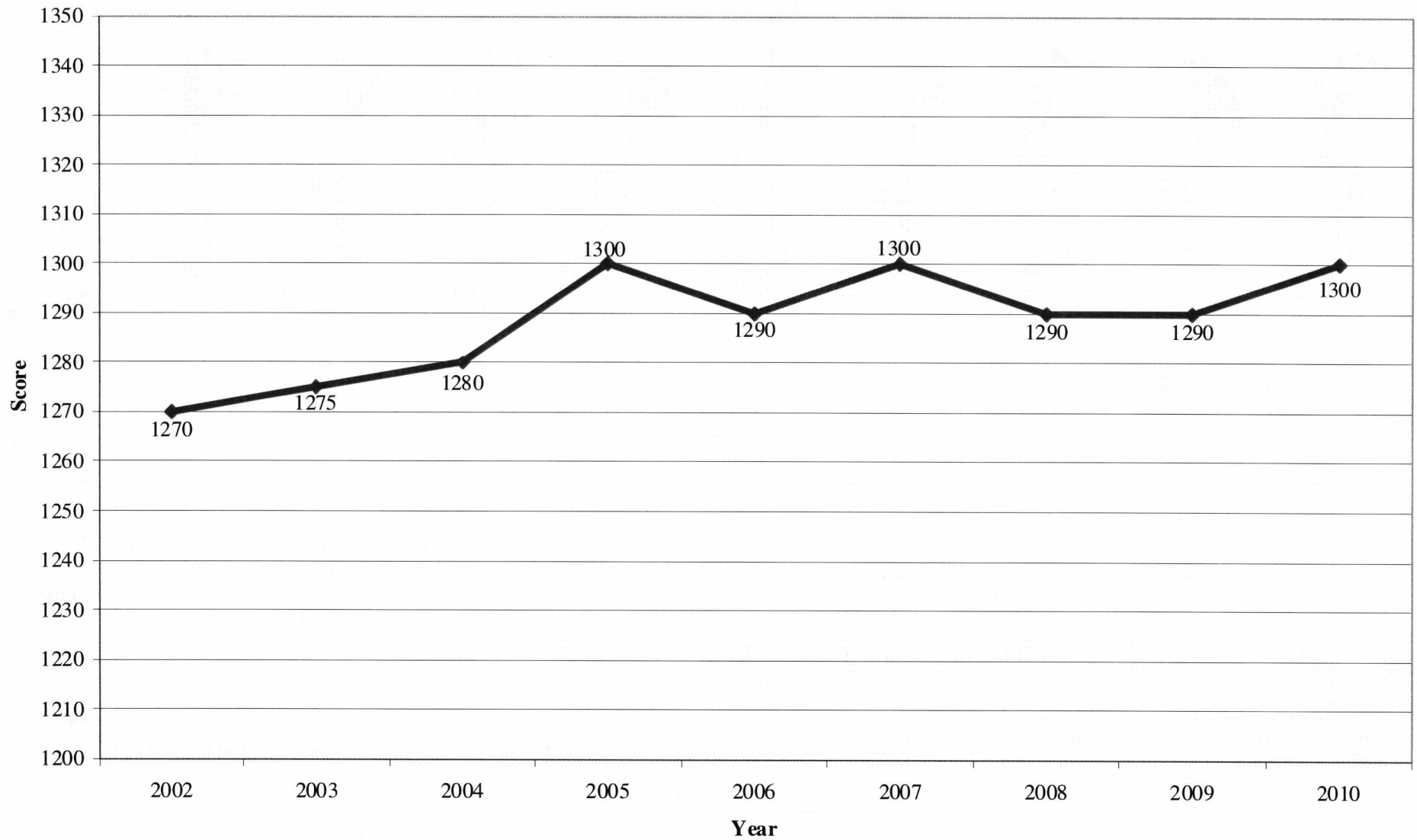


Numbers of and Rates for Freshman Applicants, Admits, and Matriculants

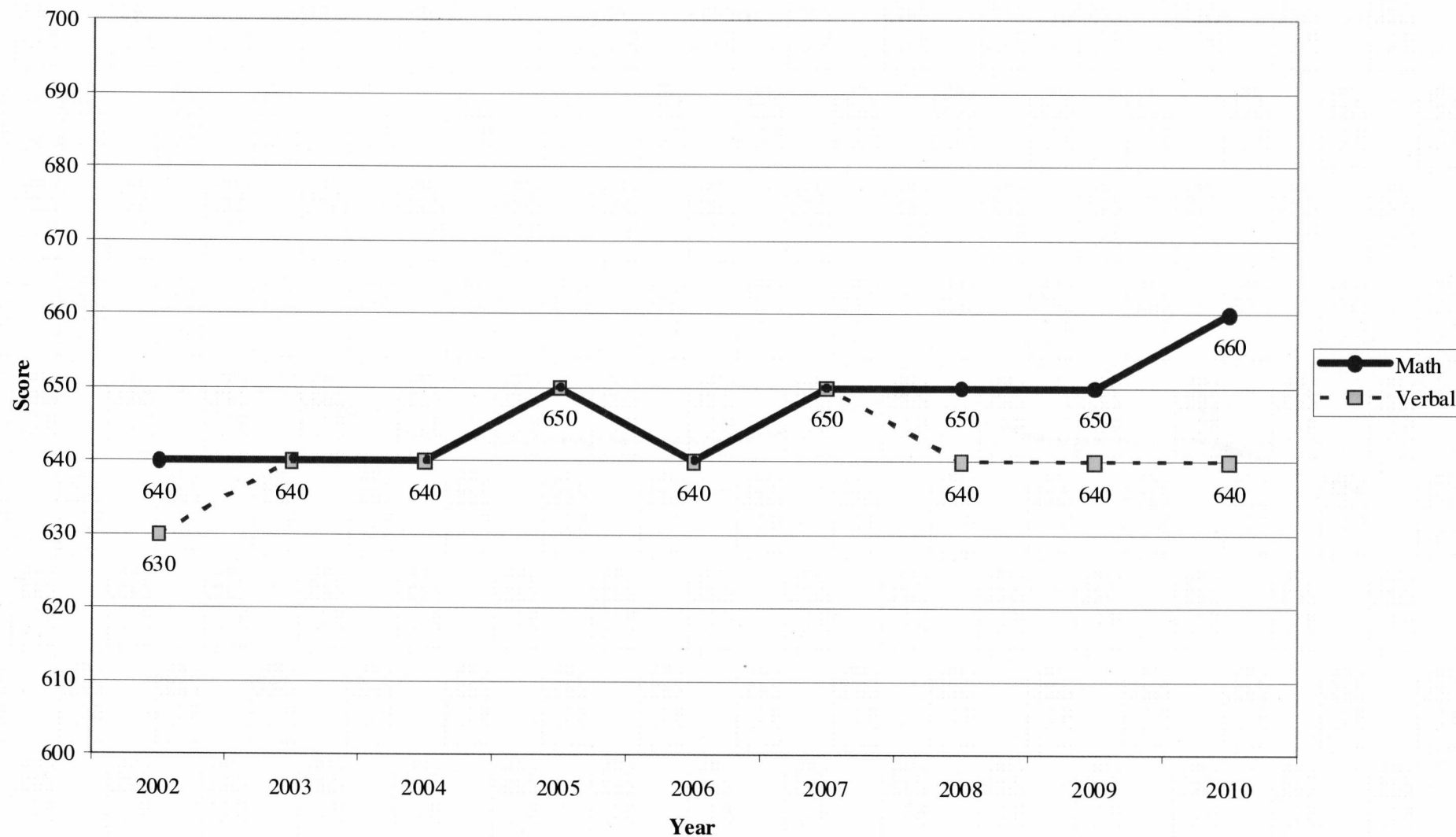


	2002	2003	2004	2005	2006	2007	2008	2009	2010
Acceptance Rate	40.4%	38.5%	38.3%	37.5%	37.8%	36.7%	37.4%	36.8%	31.7%
Yield Rate	33.6%	31.9%	34.5%	33.1%	33.5%	29.7%	33.9%	35.5%	35.2%

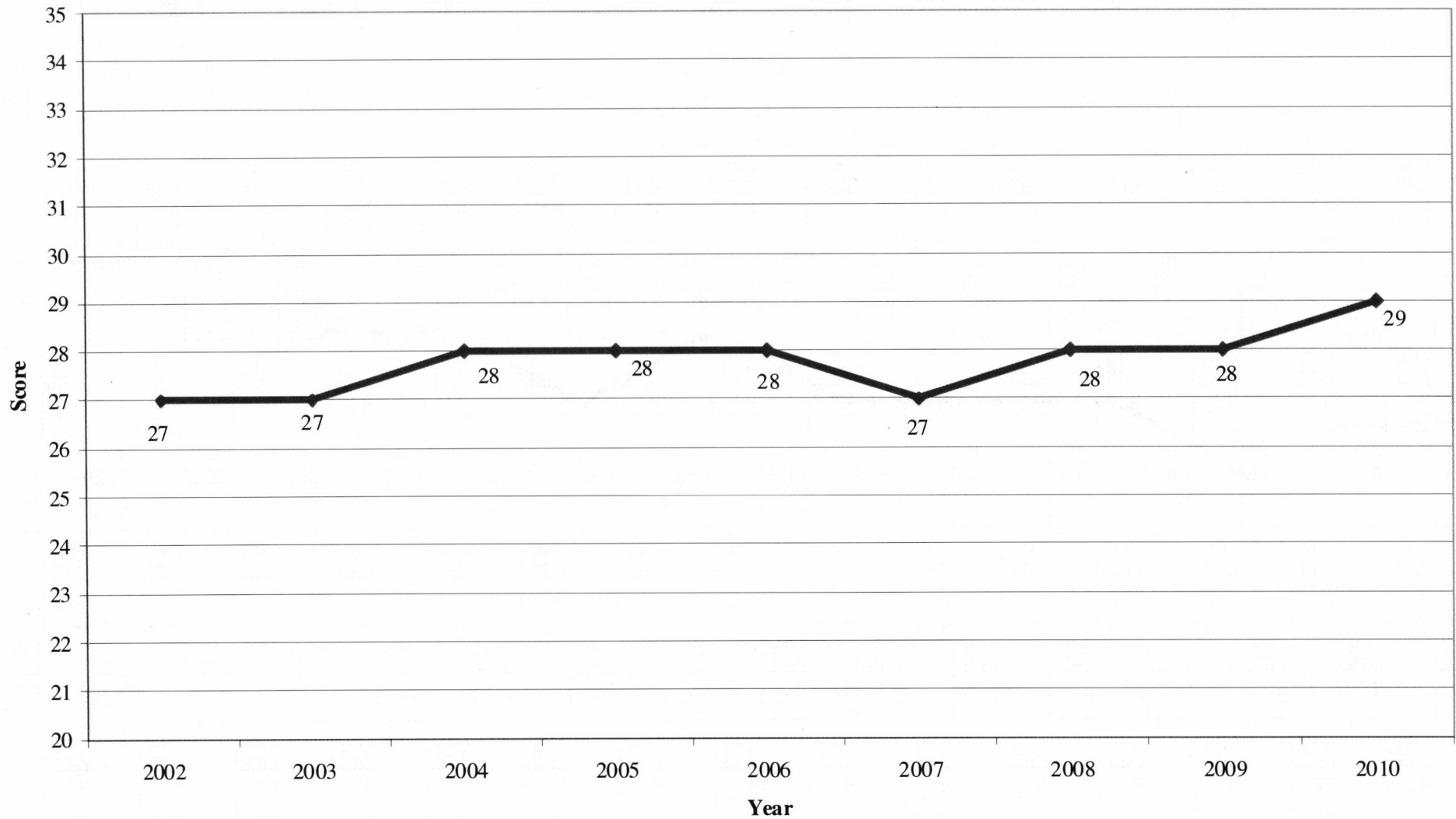
Combined Median SAT Math and Verbal Scores of Freshman Matriculants



Median SAT Math and Verbal Scores of Freshman Marticulants

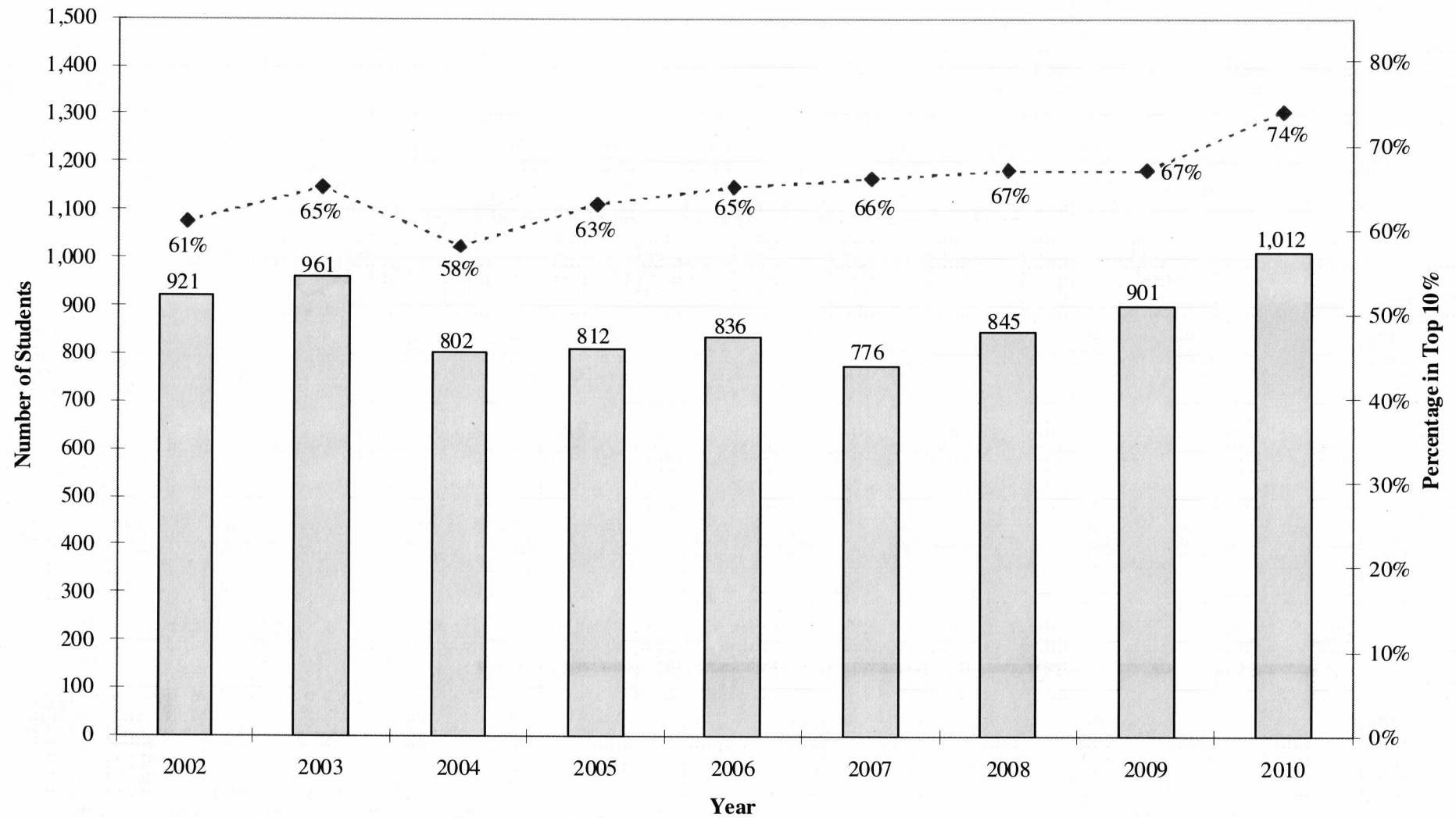


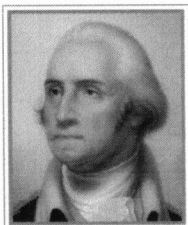
Median ACT Scores* of Freshman Matriculants



*ACT scores range between 1 and 36. A score of 29 is equivalent to a combined SAT Math and Verbal score of 1300.

Number and Percentage of Matriculated Freshmen in Top 10% of High School Graduating Class



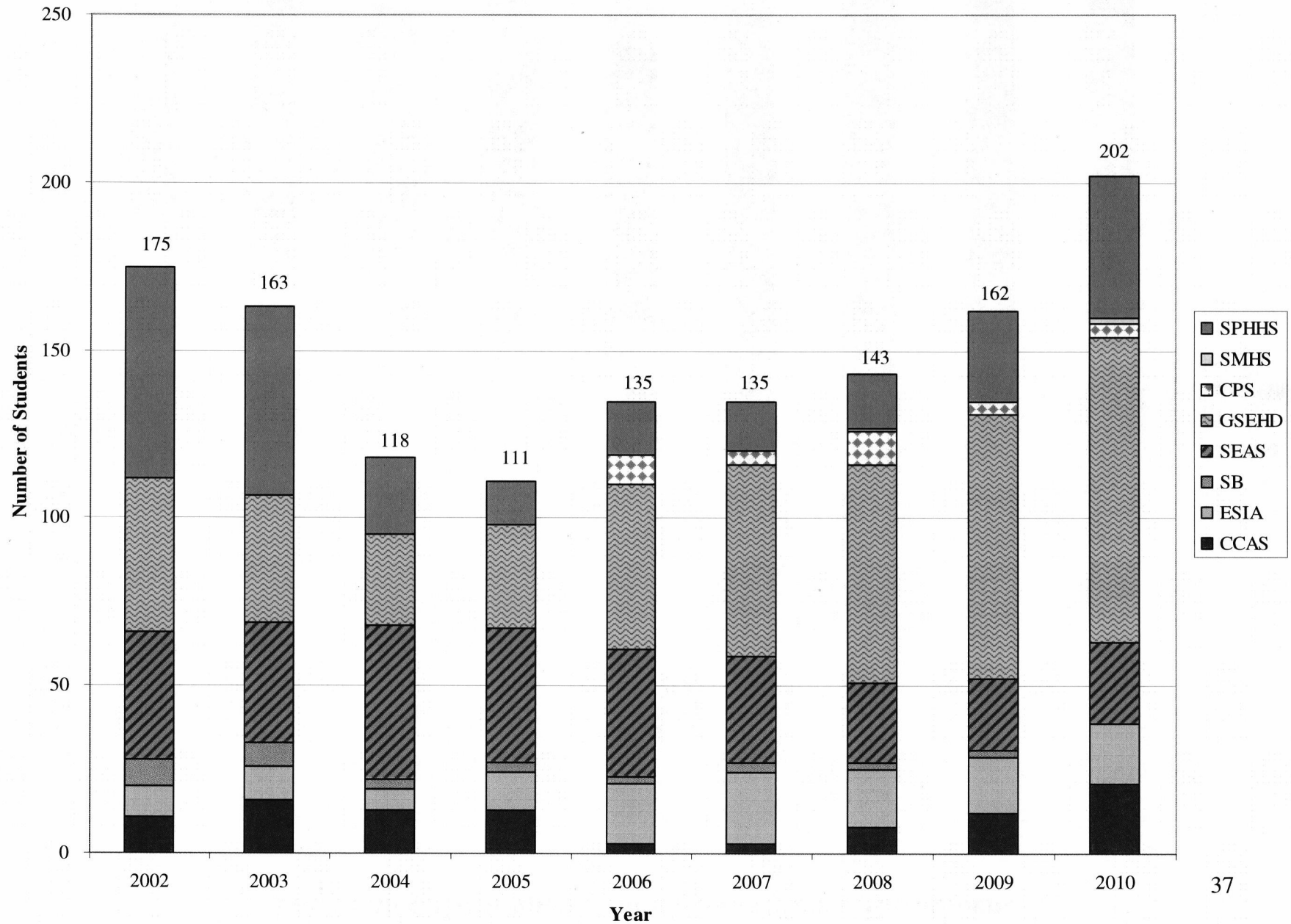


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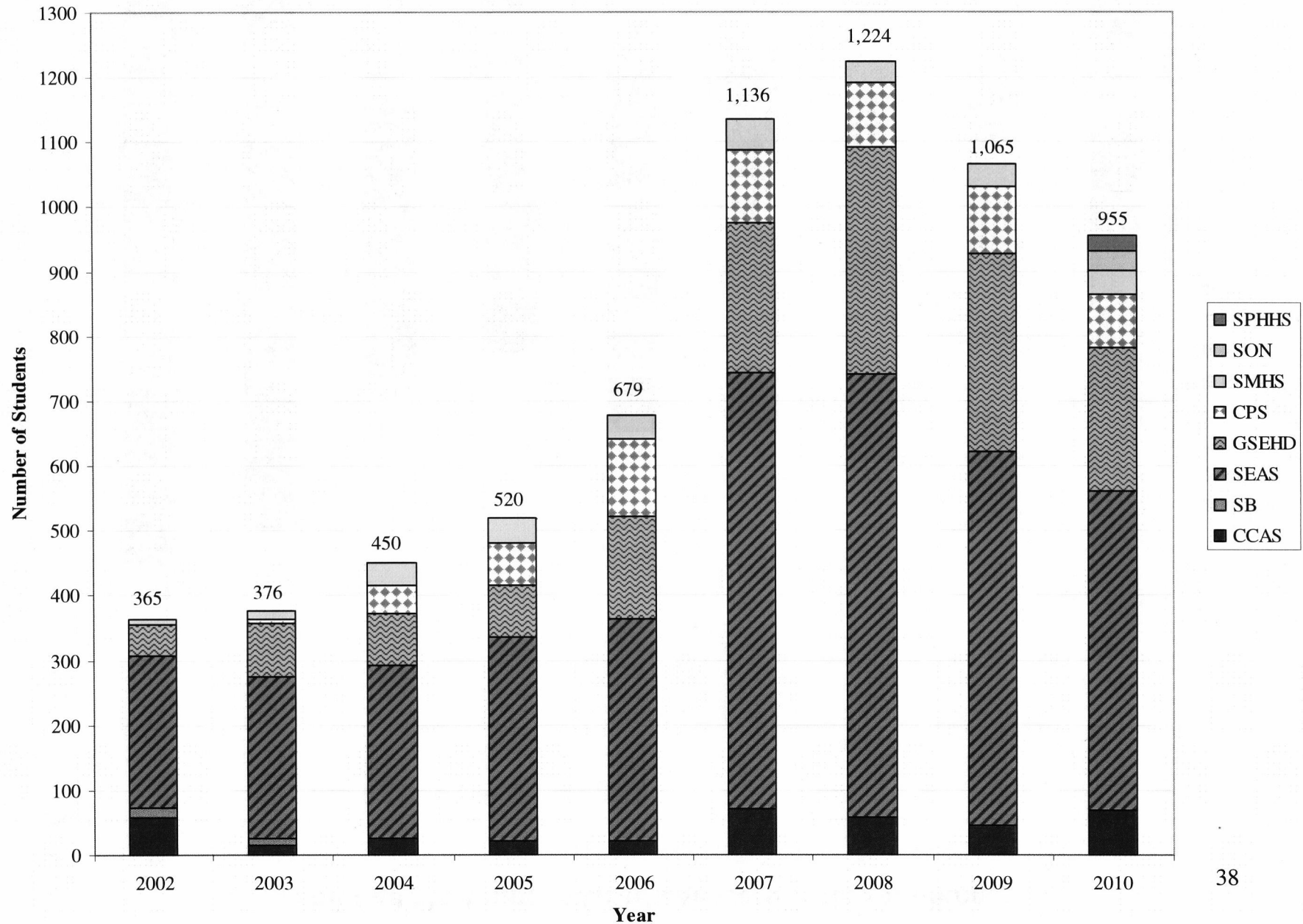
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Graduate Certificate and Master's Degree Programs: Enrollment Trends

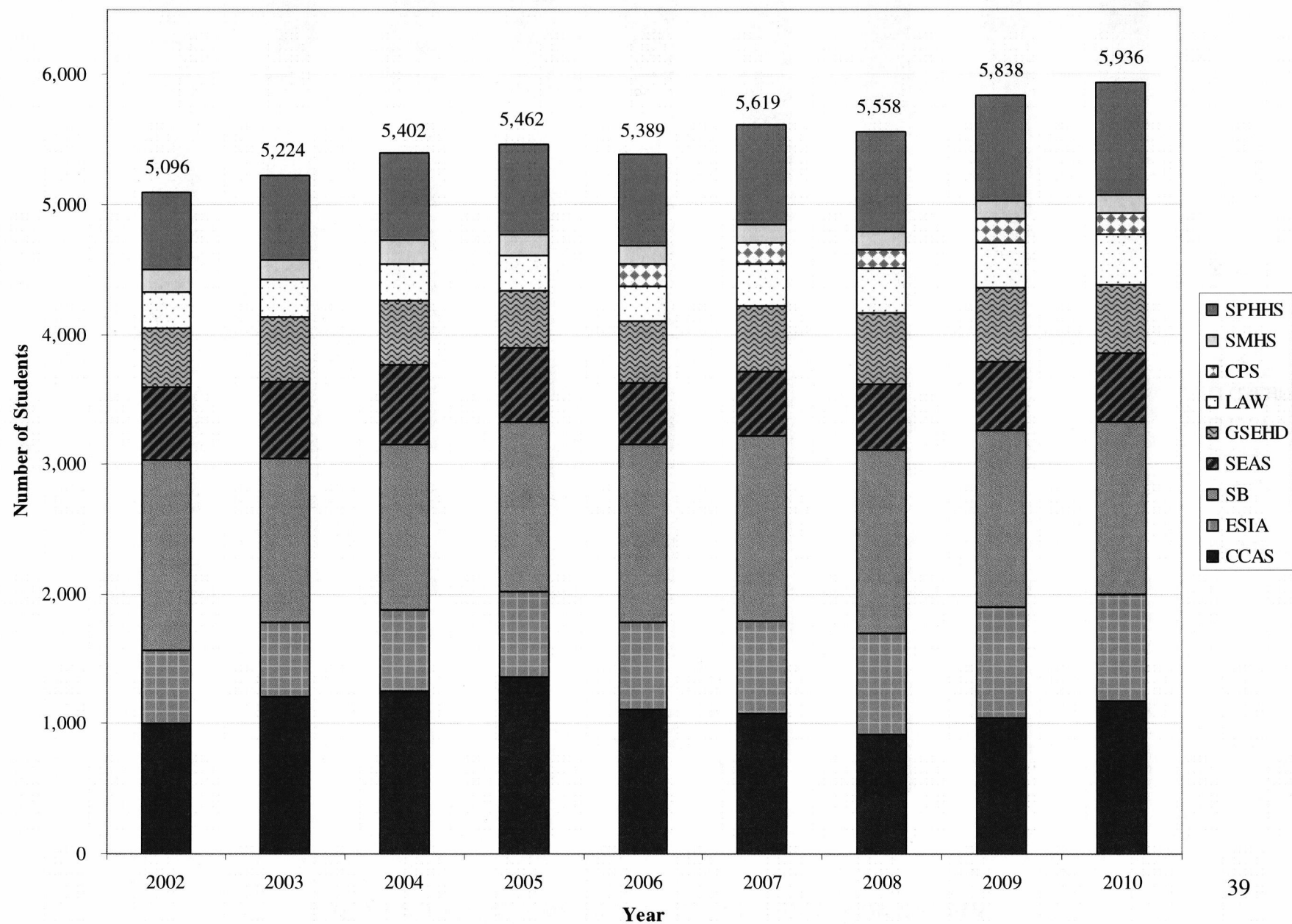
Total Fall On-Campus Graduate Certificate Enrollment



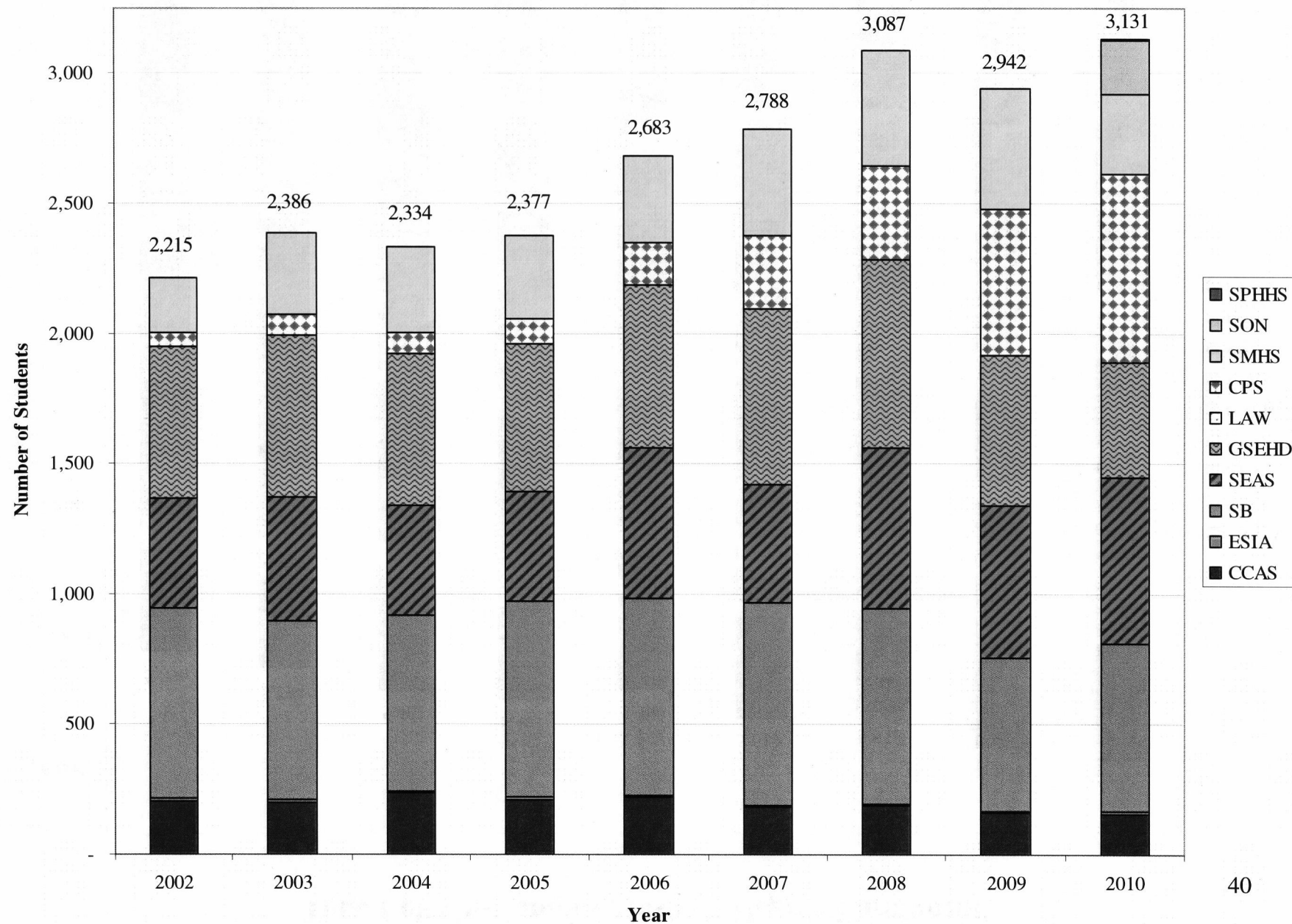
Total Fall Off-Campus Graduate Certificate Enrollment



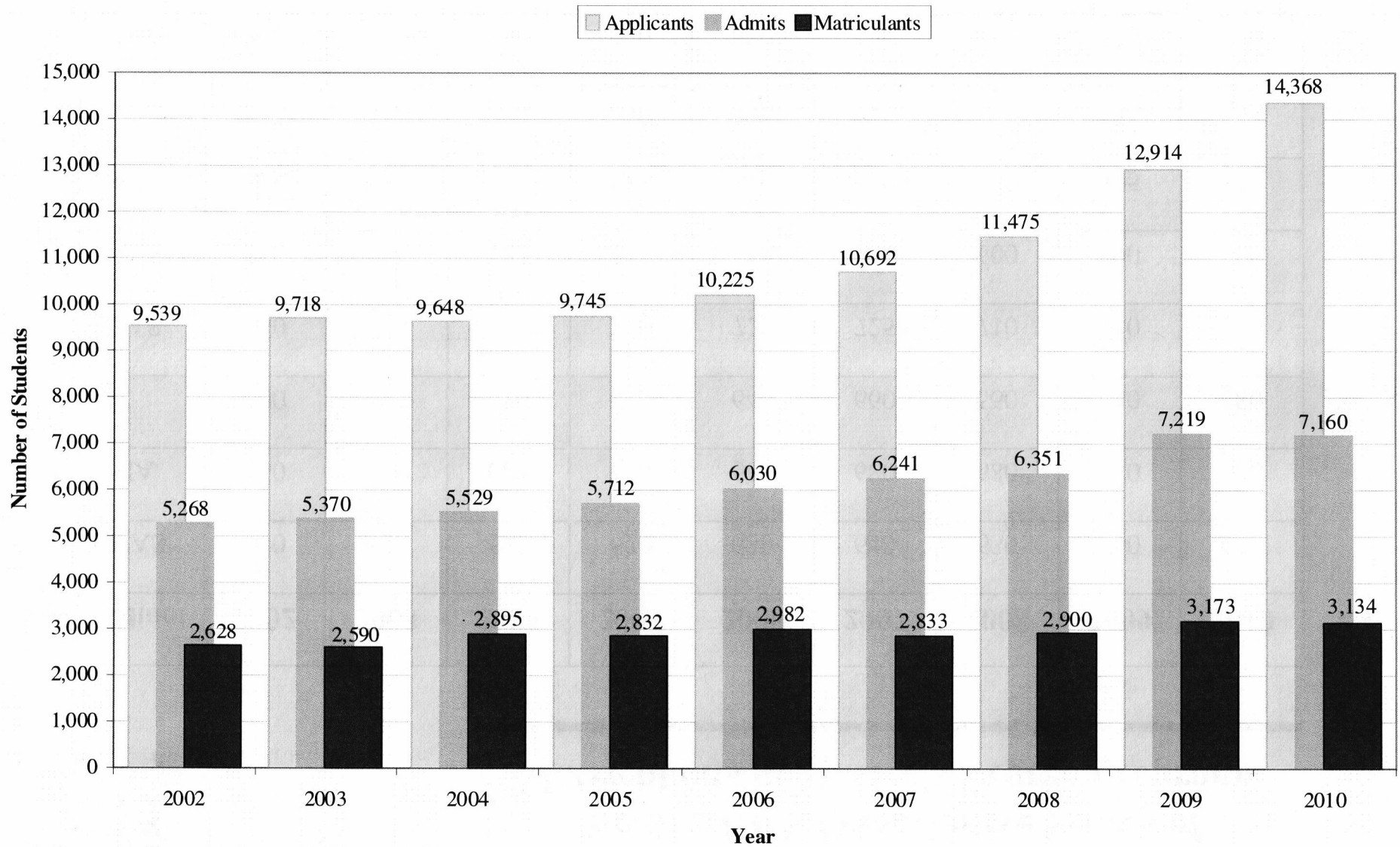
Total Fall On-Campus Master's Degree Enrollment



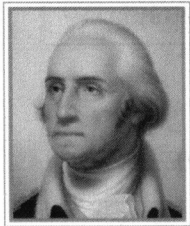
Total Fall Off-Campus Master's Degree Enrollment



Numbers of and Rates for Master's Degree Applicants, Admits, and Matriculants



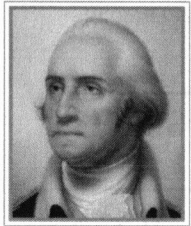
	2002	2003	2004	2005	2006	2007	2008	2009	2010
Acceptance Rate	55.2%	55.3%	57.3%	58.6%	59.0%	58.4%	55.3%	55.9%	49.8%
Yield Rate	49.9%	48.2%	52.4%	49.6%	49.5%	45.4%	45.7%	44.0%	43.8%



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Median GRE Quantitative Scores of Matriculants in Master's Degree Programs

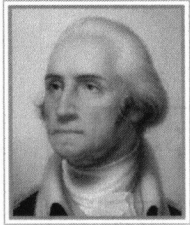
School	2002	2003	2004	2005	2006	2007	2008	2009	2010
CCAS	610	620	630	620	630	640	630	640	650
ESIA	660	680	680	660	680	680	680	670	680
SB	600	595	610	610	640	660	660	640	680
SEAS	730	740	720	730	720	725	710	730	730
GSEHD	550	570	580	575	550	600	600	590	580
CPS	N/A	N/A	N/A	N/A	610	620	610	595	570
SMHS	610	600	605	620	620	630	640	650	640
SPHHS	600	600	630	620	630	620	610	635	620



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Median GRE Verbal Scores of Matriculants in Master's Degree Programs

School	2002	2003	2004	2005	2006	2007	2008	2009	2010
CCAS	530	530	540	540	535	550	550	560	550
ESIA	580	610	620	600	610	600	590	600	610
SB	480	520	500	480	505	490	490	450	510
SEAS	480	510	480	440	430	455	360	380	410
GSEHD	500	470	510	500	480	510	510	510	510
CPS	N/A	N/A	N/A	N/A	515	540	520	530	520
SMHS	490	480	490	510	470	530	510	515	510
SPHHS	505	520	530	510	500	520	490	510	520

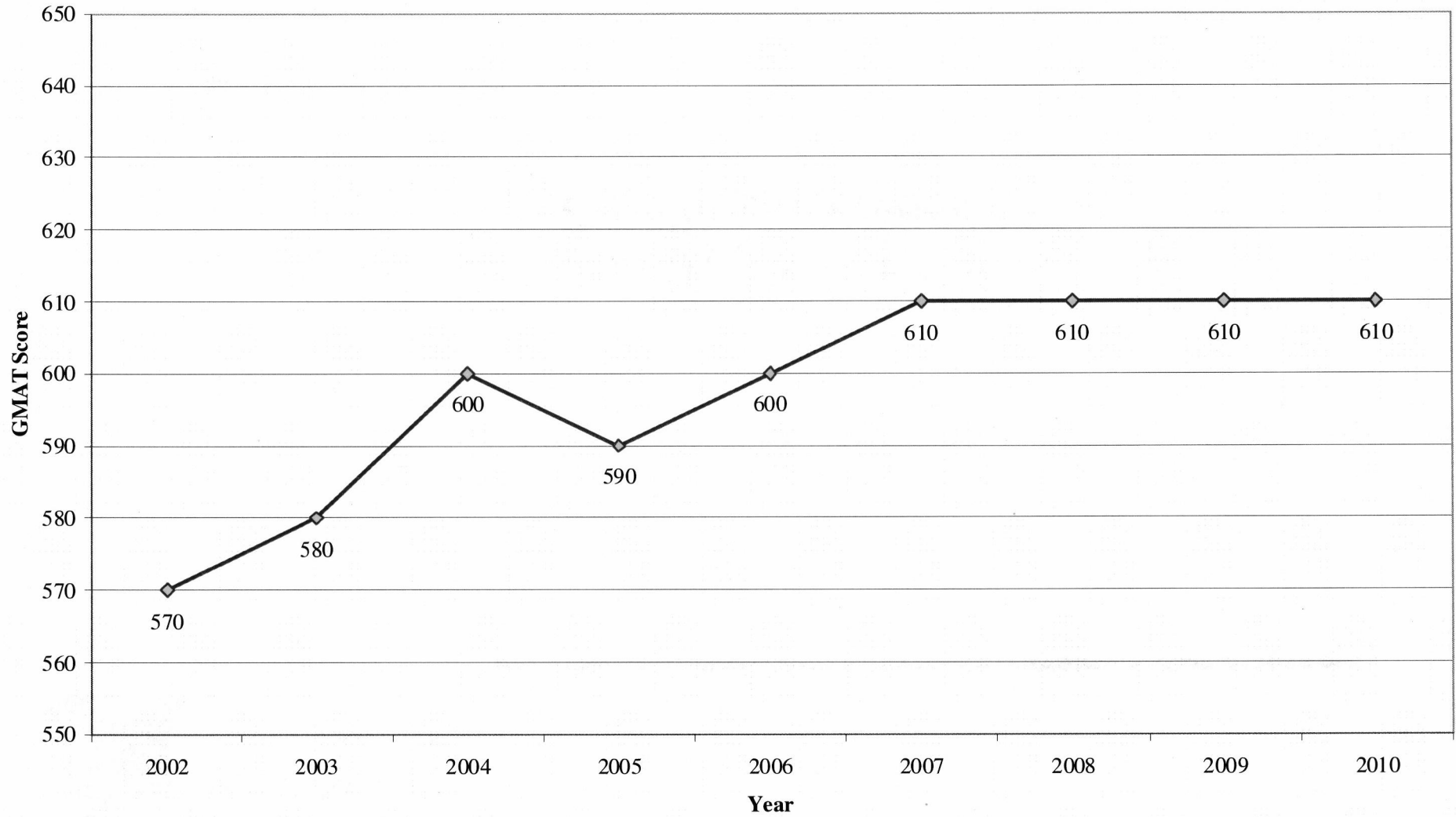


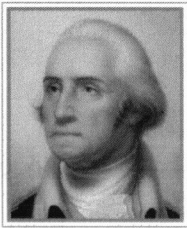
Median GRE Writing Scores* of Matriculants in Master's Degree Programs

School	2002	2003	2004	2005	2006	2007	2008	2009	2010
CCAS	4.5	5.0	5.0	5.0	5.0	4.5	4.5	4.5	4.5
ESIA	4.8	5.0	5.5	5.0	5.0	5.0	5.0	4.5	4.5
SB	4.3	5.0	4.5	4.5	4.5	4.0	4.0	4.0	4.0
SEAS	4.0	4.0	4.0	4.0	3.7	3.5	3.5	3.5	3.0
GSEHD	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5
CPS	N/A	N/A	N/A	N/A	5.0	4.5	4.5	4.5	4.5
SMHS	N/A	4.0	4.5	4.0	4.5	4.5	4.5	4.5	4.5
SPHHS	5.0	5.0	4.5	5.0	4.5	4.5	4.5	4.5	4.5

*Scores range between 0 and 6.

Median GMAT Scores of Matriculants Enrolled in School of Business Master's Degree Program

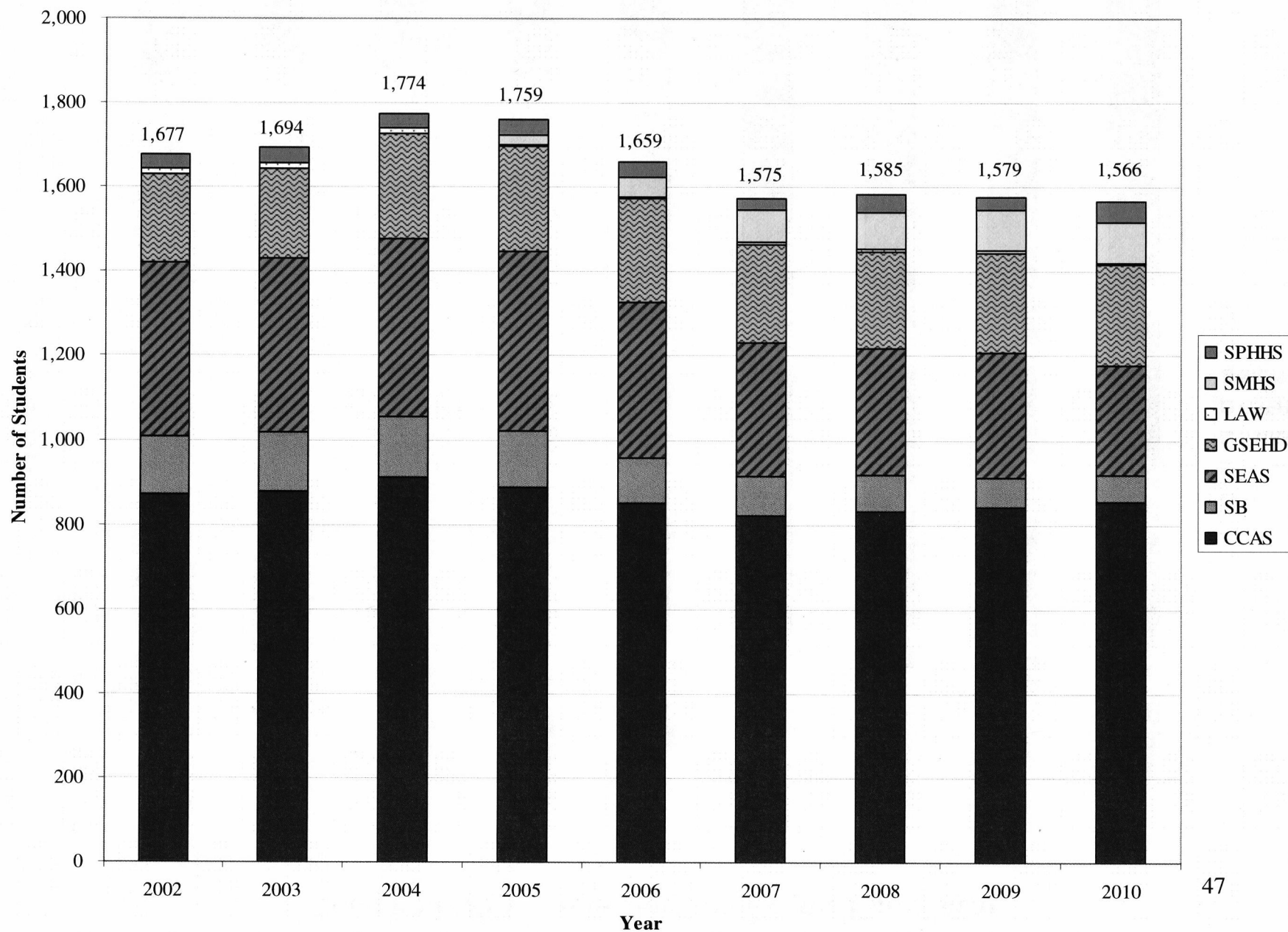




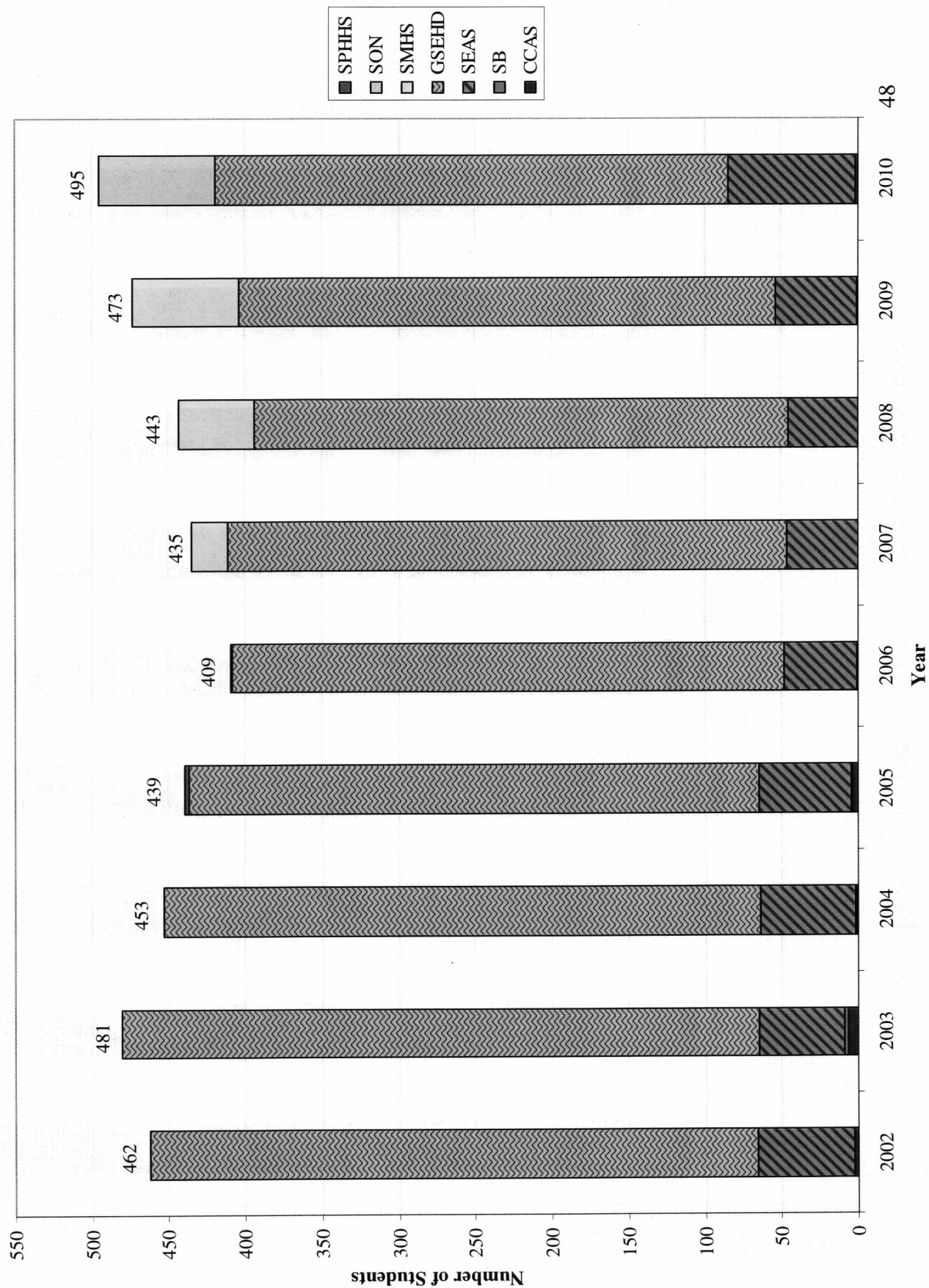
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Doctoral Degree Programs: Enrollment Trends

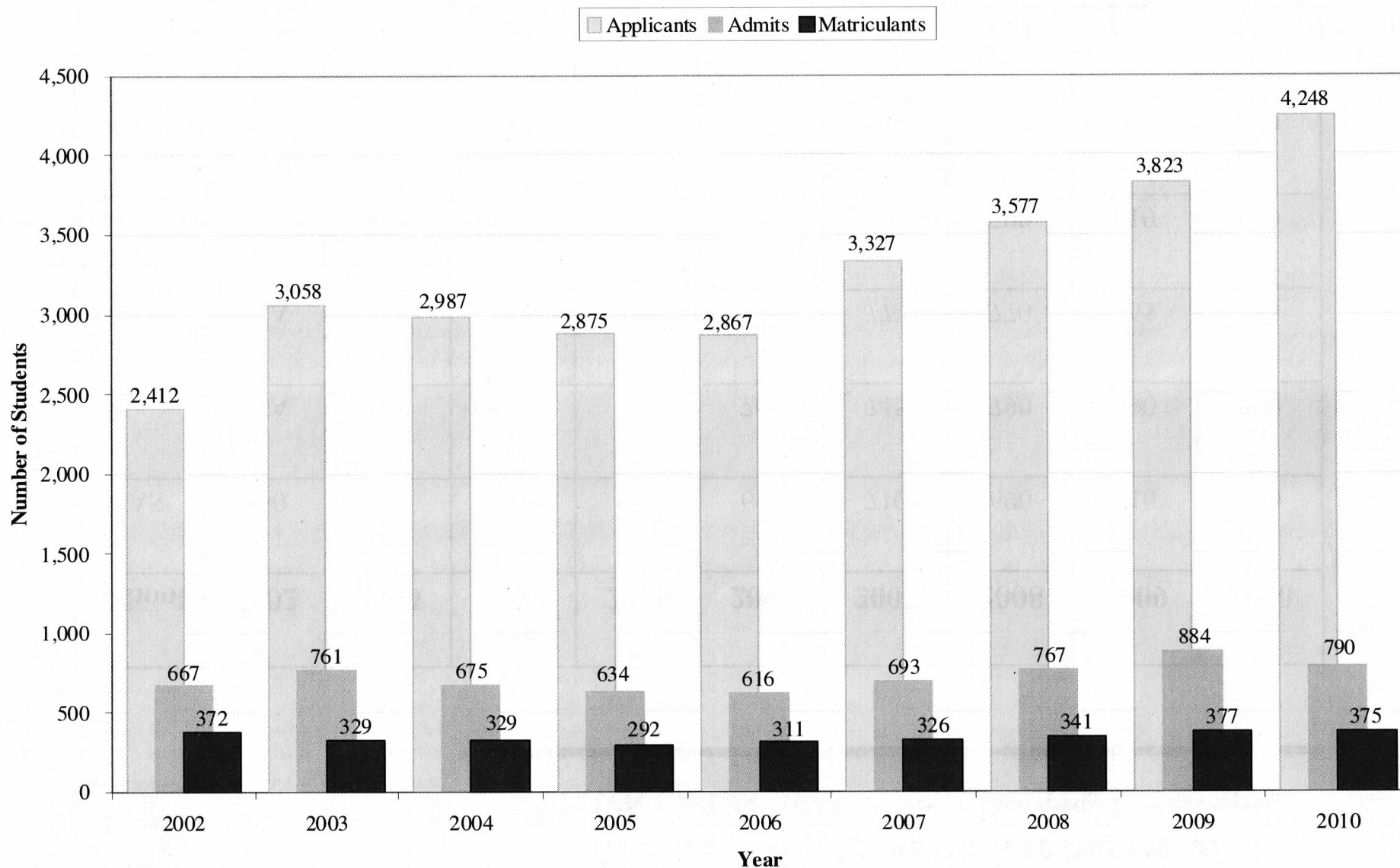
Total Fall On-Campus Doctoral Degree Enrollment



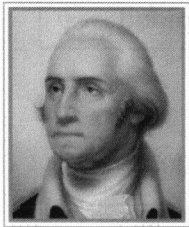
Total Fall Off-Campus Doctoral Degree Enrollment



Numbers of and Rates for Doctoral Degree Applicants, Admits, and Matriculants



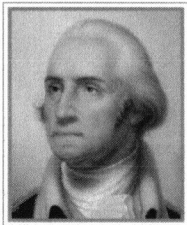
	2002	2003	2004	2005	2006	2007	2008	2009	2010
Acceptance Rate	27.7%	24.9%	22.6%	22.1%	21.5%	20.8%	21.4%	23.1%	18.6%
Yield Rate	55.8%	43.2%	48.7%	46.1%	50.5%	47.0%	44.5%	42.6%	47.5%



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Median GRE Quantitative Scores of Matriculants in Doctoral Degree Programs

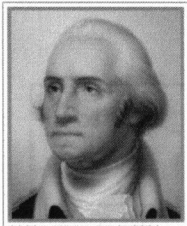
School	2002	2003	2004	2005	2006	2007	2008	2009	2010
CCAS	650	670	685	680	690	710	690	710	710
SB	N/A	790	690	740	760	745	790	790	790
SEAS	N/A	770	775	750	770	770	770	765	775
GSEHD	570	575	590	615	580	570	590	610	600
SMHS	N/A	N/A	N/A	585	630	660	660	660	670
SPHHS	630	560	575	580	620	N/A	620	N/A	605



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Median GRE Verbal Scores of Matriculants in Doctoral Degree Programs

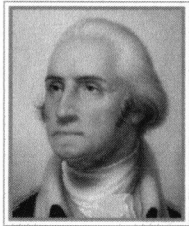
School	2002	2003	2004	2005	2006	2007	2008	2009	2010
CCAS	560	585	580	570	570	590	600	590	560
SB	N/A	620	610	540	490	500	615	655	620
SEAS	N/A	570	485	460	470	450	450	460	440
GSEHD	500	480	530	530	520	550	540	510	550
SMHS	N/A	N/A	N/A	425	490	480	530	490	510
SPHHS	615	490	580	580	495	N/A	500	N/A	540



Median GRE Writing Scores* of Matriculants in Doctoral Degree Programs

School	2002	2003	2004	2005	2006	2007	2008	2009	2010
CCAS	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	4.5
SB	N/A	N/A	N/A	N/A	4.5	4.7	4.0	5.2	4.5
GSEHD	N/A	4.5	5.0	5.0	5.0	5.0	4.5	5.0	4.5
SMHS	N/A	N/A	N/A	4.2	4.5	4.5	4.5	4.2	4.5
SPHHS	N/A	4.5	4.5	5.5	5.0	N/A	4.5	N/A	4.5

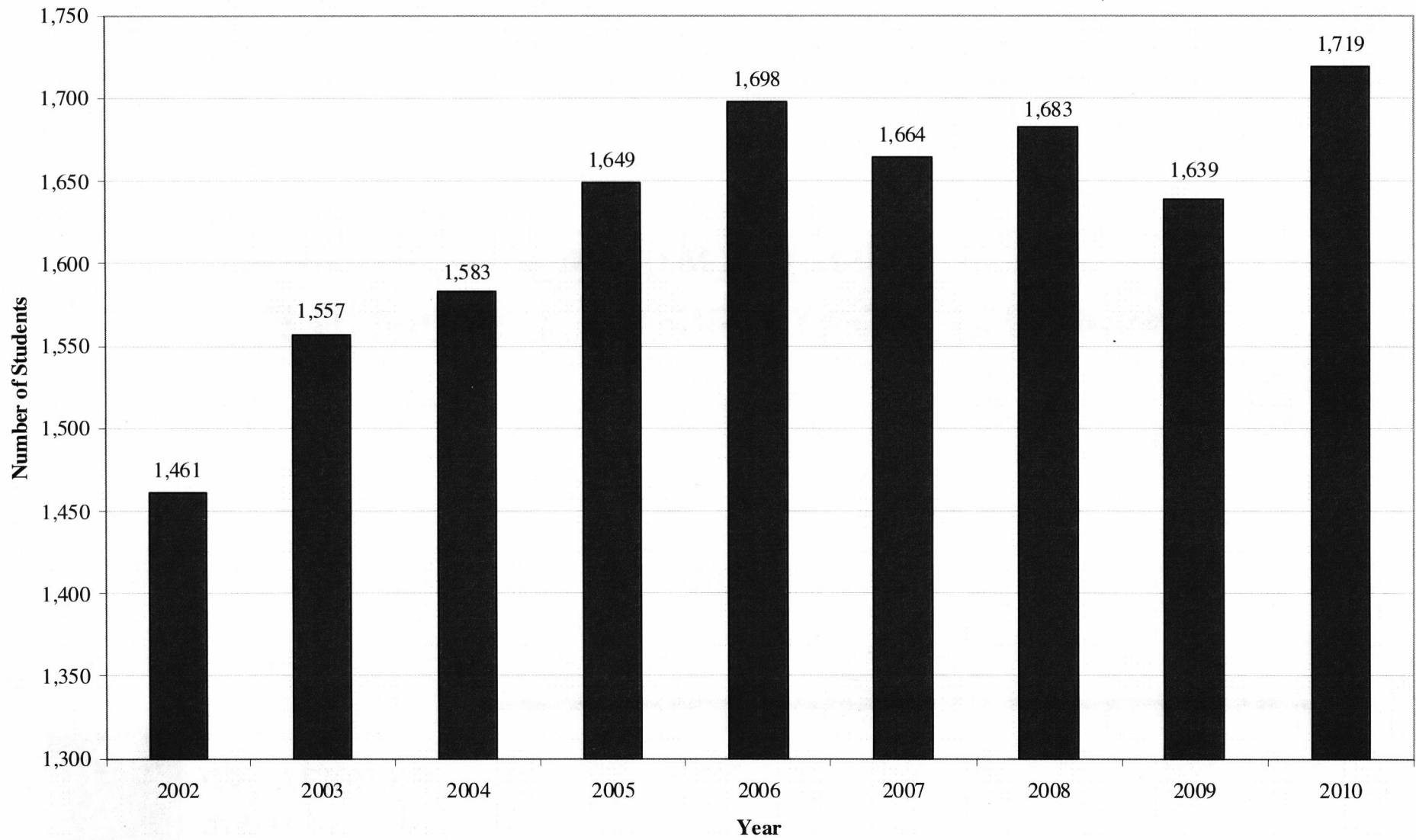
*Scores are calculated on a 0 to 6 point scale



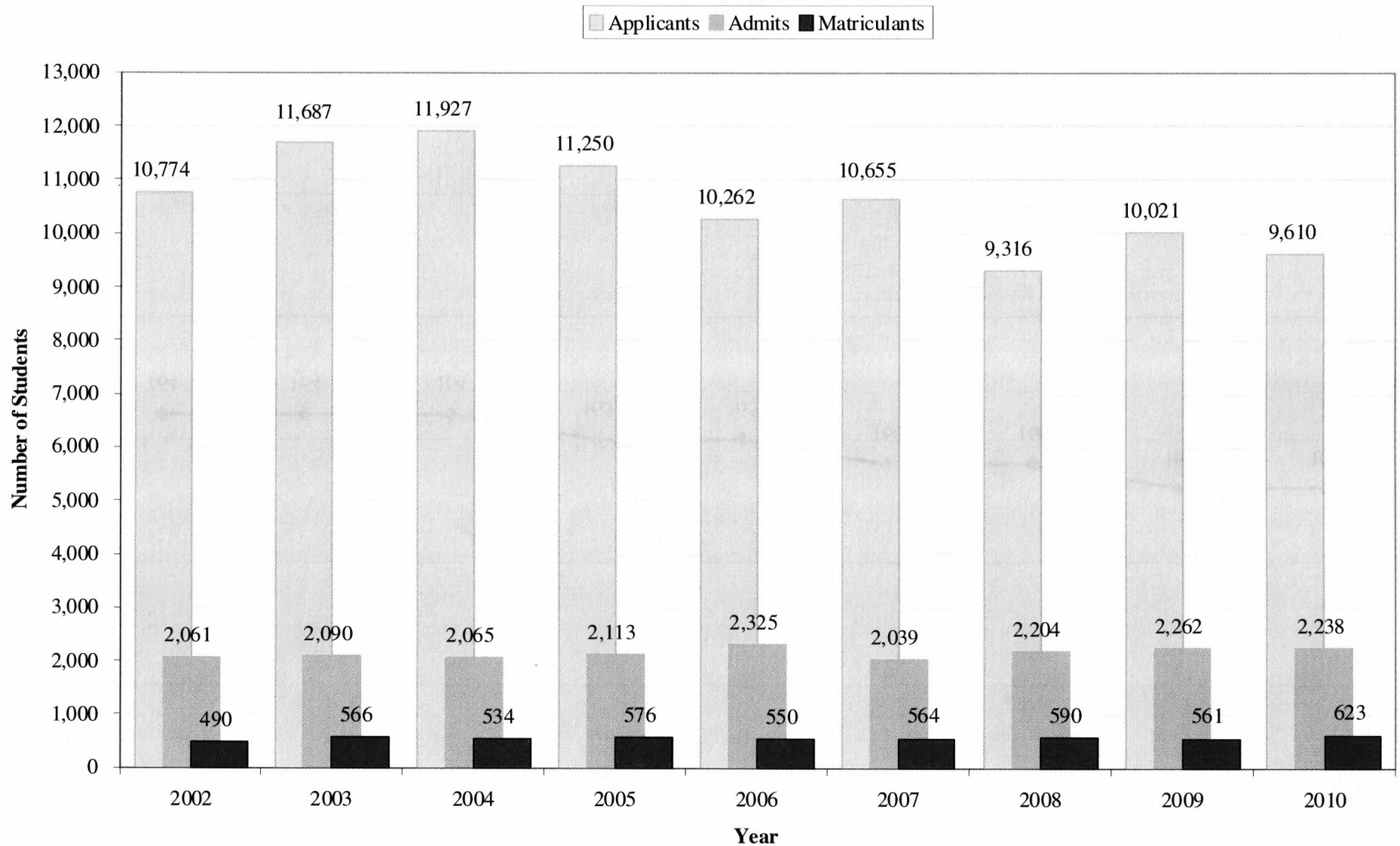
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J.D. and M.D. Graduate Degree Programs: Enrollment Trends

Total Fall Enrollment for Law-J.D. Degree Program

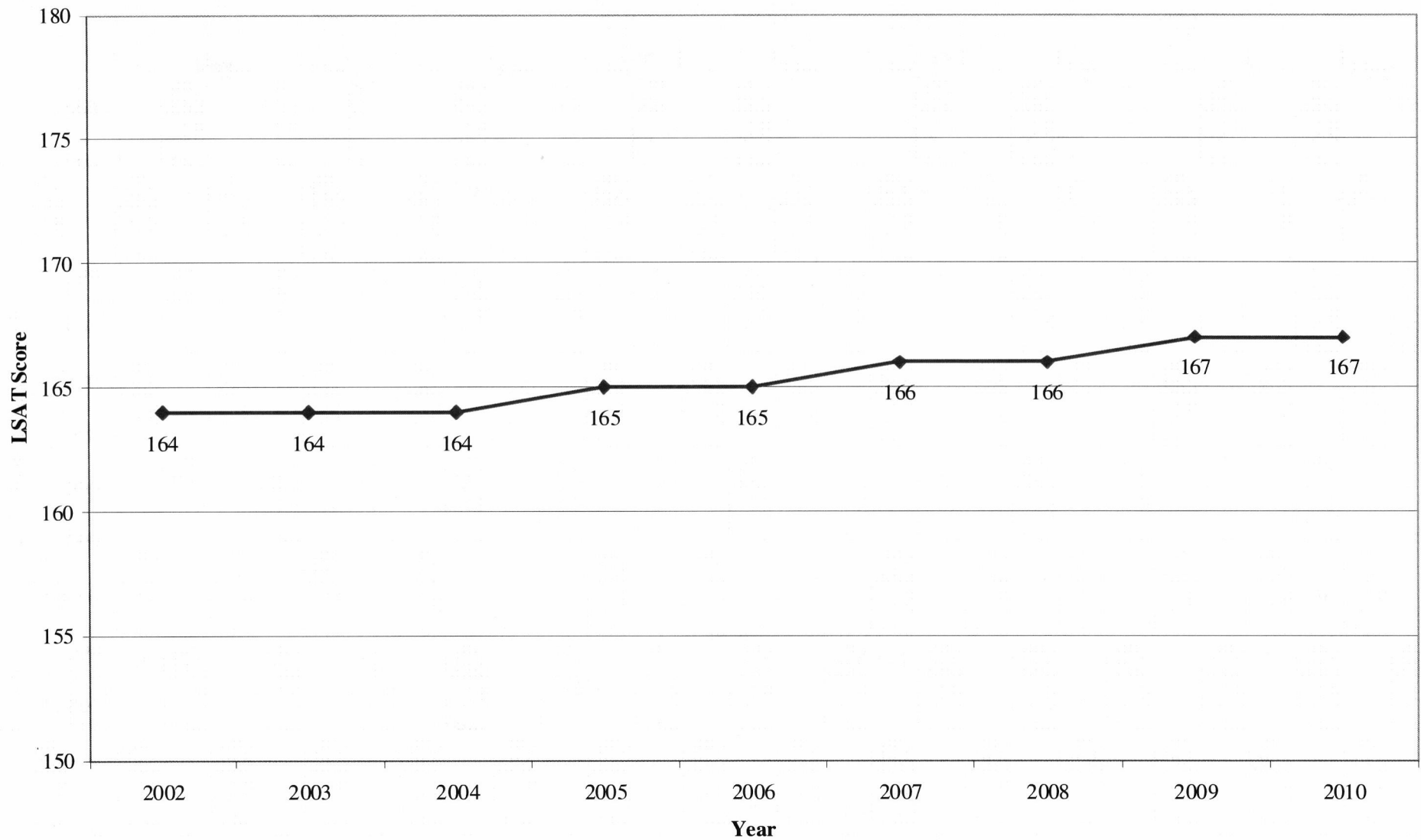


Numbers of and Rates for Law-J.D. Program Applicants, Admits, and Matriculants



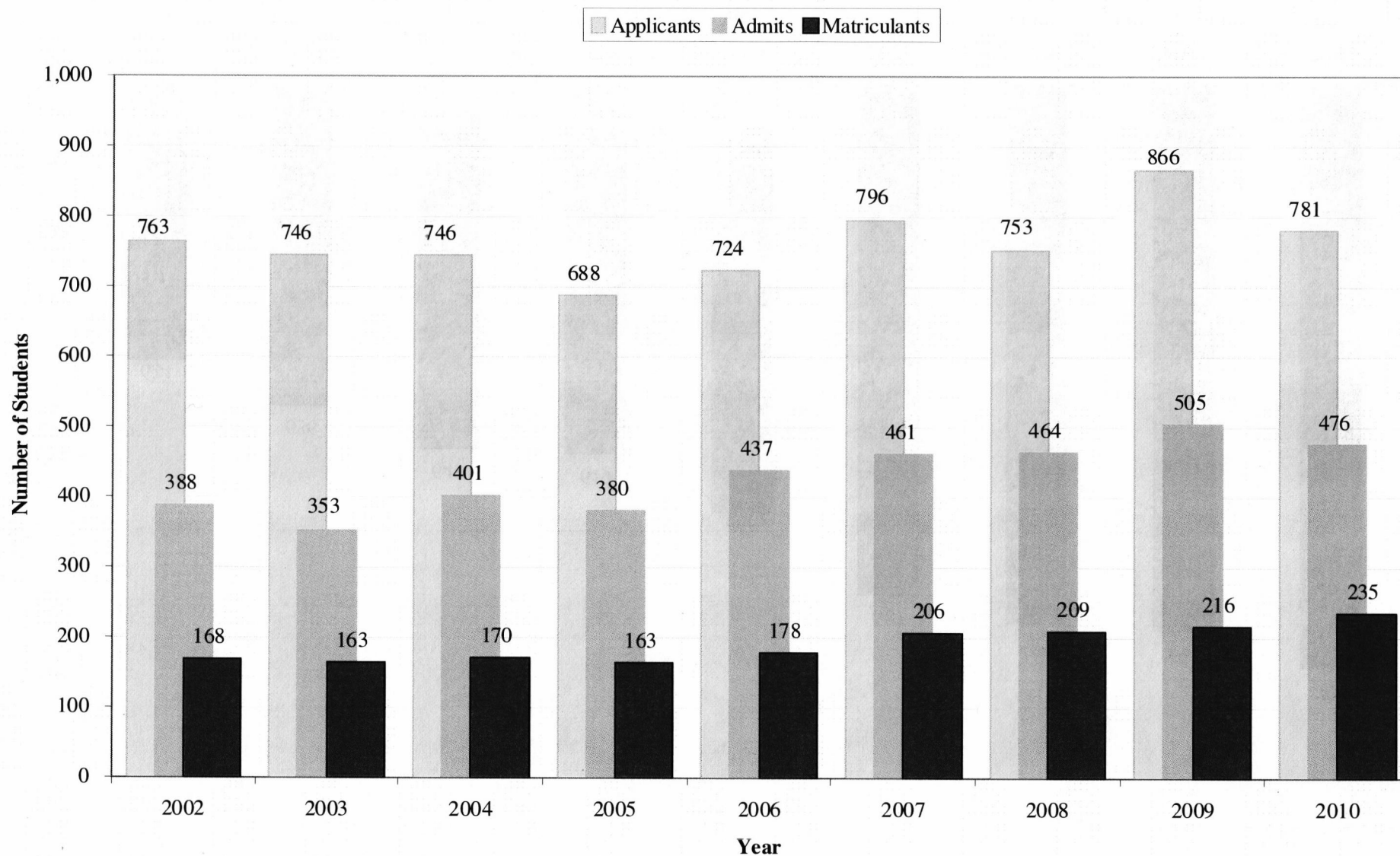
	2002	2003	2004	2005	2006	2007	2008	2009	2010
Acceptance Rate	19.1%	17.9%	17.3%	18.8%	22.7%	19.1%	23.7%	22.6%	23.3%
Yield Rate	23.8%	27.1%	25.9%	27.3%	23.7%	27.7%	26.8%	24.8%	27.8%

Median LSAT Scores* of Matriculants in Law-J.D. Program



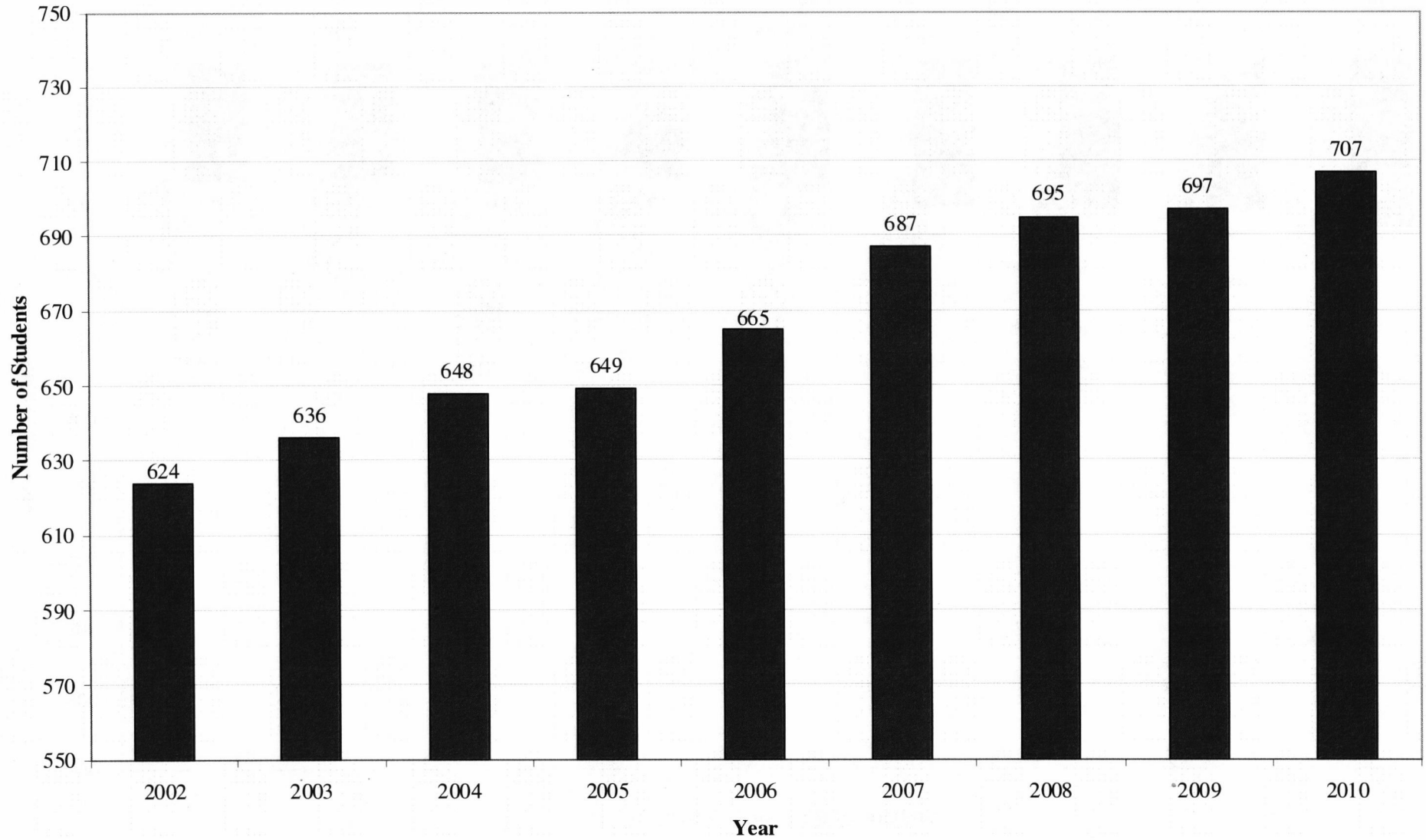
*LSAT scores range between 120 and 180. Only 15% of the test takers score above 160.

Numbers of and Rates for Law-LL.M and S.J.D. Applicants, Admits, and Matriculants

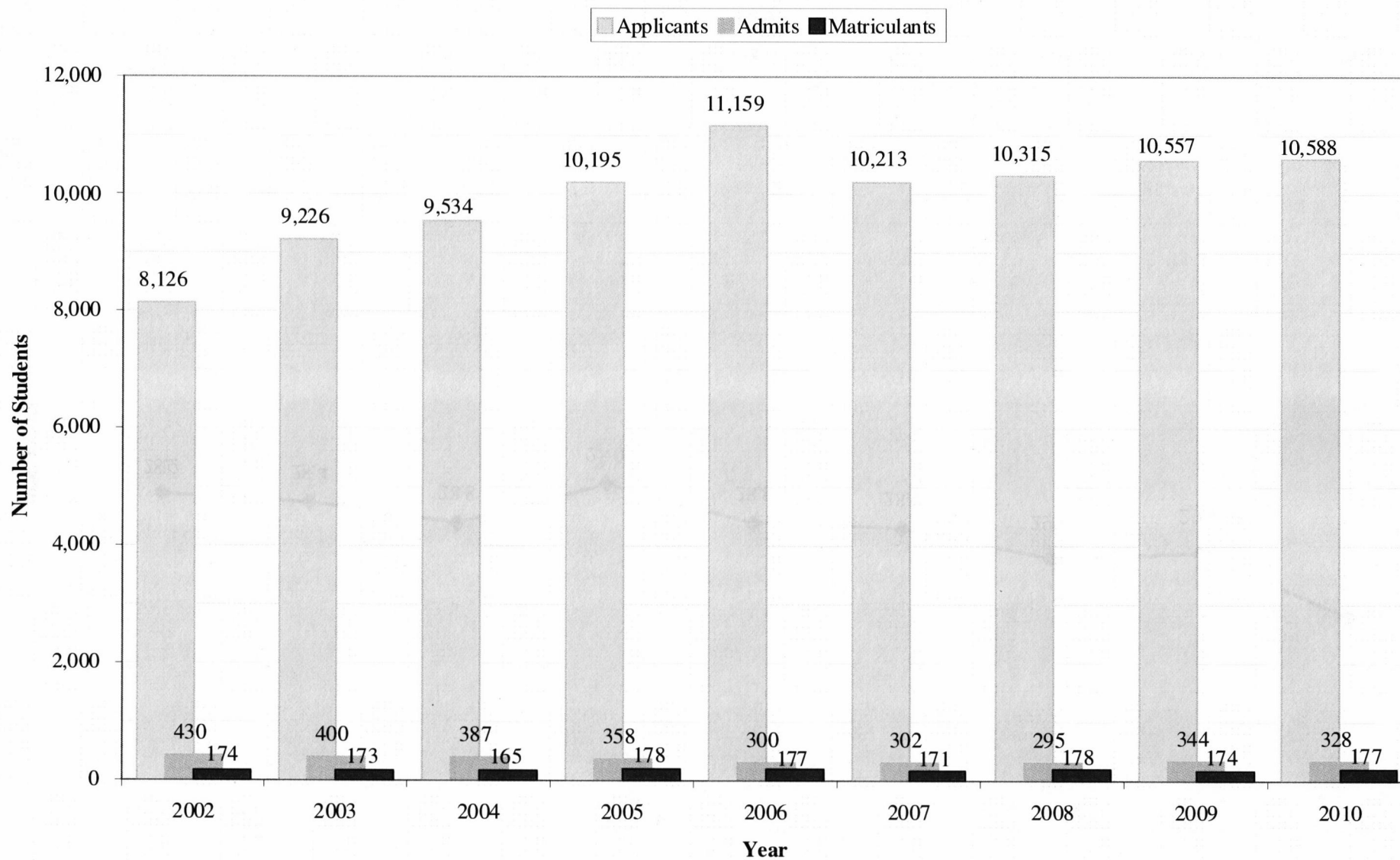


	2002	2003	2004	2005	2006	2007	2008	2009	2010
Acceptance Rate	50.9%	47.3%	53.8%	55.2%	60.4%	57.9%	61.6%	58.3%	60.9%
Yield Rate	43.3%	46.2%	42.4%	42.9%	40.7%	44.7%	45.0%	42.8%	49.4%

Total Fall Enrollment for SMHS-M.D. Degree Program

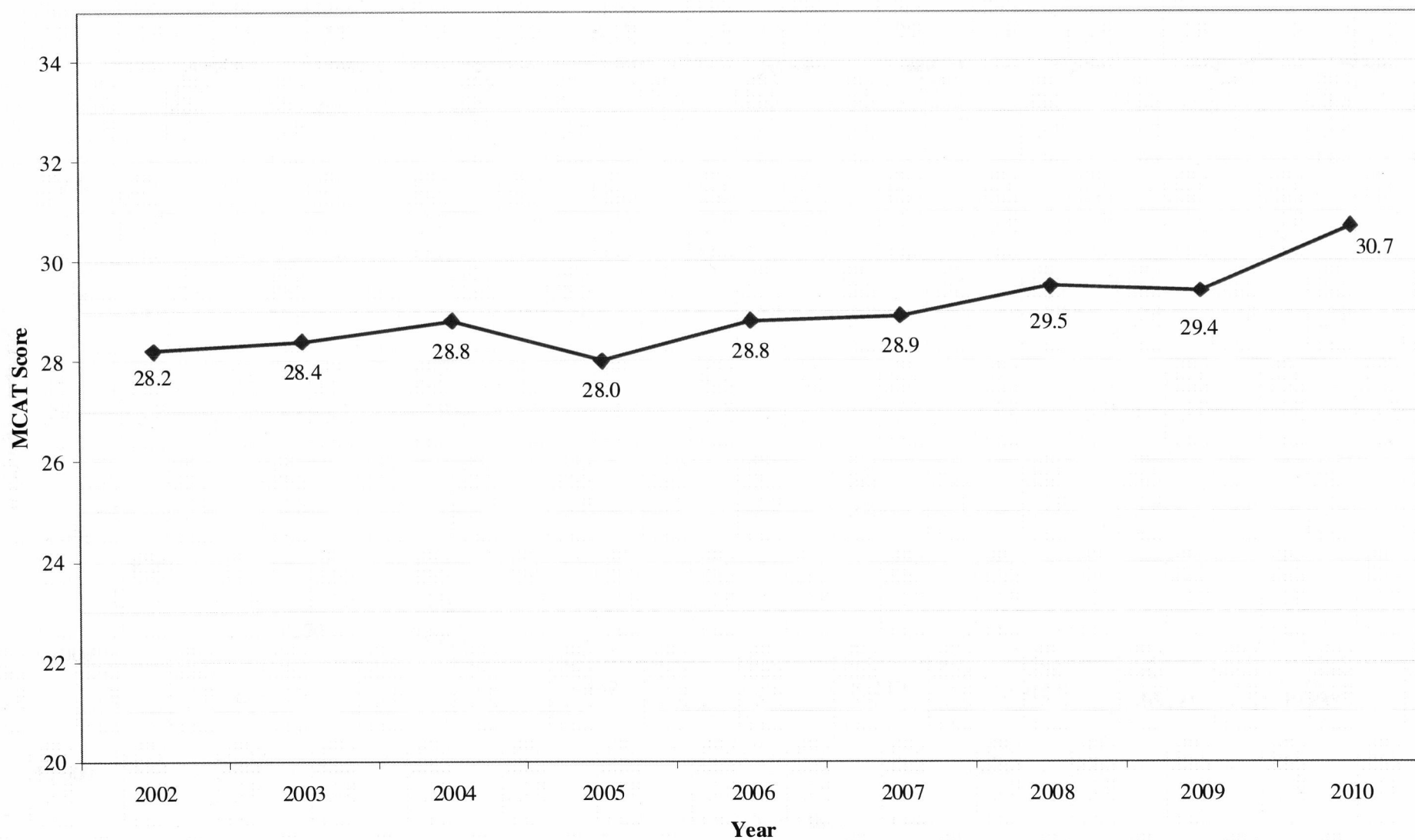


Numbers of and Rates for M.D. Program Applicants, Admits, and Matriculants



	2002	2003	2004	2005	2006	2007	2008	2009	2010
Acceptance Rate	5.3%	4.3%	4.1%	3.5%	2.7%	2.3%	2.9%	3.3%	3.1%
Yield Rate	40.5%	43.3%	42.6%	49.7%	59.0%	56.6%	60.3%	50.6%	54.0%

Median MCAT Scores* of Matriculants in M.D. Program



*MCAT scores range between 3 and 45. The average test taker scores about 24.

Parking Transition Planning Update

Presented by: Alicia O'Neil Knight

Faculty Senate
March 11, 2011

Overview

- ❖ Construction of Science & Engineering Complex necessitates demolition of the University Parking Garage
- ❖ UPG scheduled to close immediately following Commencement weekend
- ❖ Plan for replacement of the 1,250 spaces in UPG is already underway
- ❖ GW is committed to meeting parking demands during this period



Replacement Plan

- ❖ Planning for parking distribution began with planning for 2007 Foggy Bottom Campus Plan
- ❖ Distribution of parking to below-grade locations:
 - Allows GW to construct academic/student support space while staying under same development caps
 - Enhances campus appearance and supports sustainability efforts of GW
 - Improves campus traffic
- ❖ Locations of replacement parking spaces:
 - South Hall: 180
 - Square 54/2200 Pennsylvania Avenue: 362
 - Square 103/Law Learning Center Garage: 450 (to be completed 2012)
 - SEC: 380
 - **Total: 1372**
- ❖ **Upon completion of SEC, campus parking inventory will be replenished**

Interim Plan

- ❖ Until the completion of the Square 103/Law Learning Center garage, we will need to modify parking operations to accommodate our ongoing parking demands
 - Potential for continued modifications until completion of SEC
- ❖ GW will meet demands by increasing capacity in other locations
 - Add Valet Operations in various on-campus garages (Academic Center, Marvin Center, Fungler/Duques)
 - Secure nearby parking from Kennedy Center parking operator
 - Reduced rate of \$150/month
 - 6am – 6pm parking
 - Shuttle service will be provided

Planning & Operational Changes

- ❖ Significant time spent analyzing parking patterns and trends
- ❖ Evaluation of Needs & Solutions by Constituency
 - Patients & Visitors
 - Faculty & Students
 - Staff
 - Contractors/Others
- ❖ During the transition period, the following changes are planned:
 - Academic Center: contract parking to visitor parking, with valet operations
 - Funger/Duques: contract parking to occasional parking, with valet operations
 - Marvin Center: continue as visitor/occasional parking, with valet operations
 - Addition of Kennedy Center parking
- ❖ **All patients, visitors, faculty and students will be able to park ON CAMPUS. During this time, many staff will be required to relocate to parking at the Kennedy Center**

Plans by Population

- ❖ Patients/Visitors: will be accommodated in Academic Center, Marvin Center, MFA Garage
- ❖ Faculty:
 - Monthly parkers to be accommodated in on-campus parking garages where capacity exists, such as Health & Wellness, South Hall, Old Main
 - For faculty who cancel parking during the summer, notification of intent to return will need to be provided at time of cancelation to ensure availability in the same garage in the fall
 - Occasional daily parkers to be accommodated in Funder/Duques, Marvin Center, or Elliott
 - May elect to park at Kennedy Center for a reduced rate

Strategies for Relocation of Faculty Parkers

1. Assign faculty to available space in the garage located closest to their office
2. Assign faculty to garages based on self-selection process (priority given on basis of tenure in parking program)
3. Other methods of re-assignment can be discussed with Faculty Senate representatives

Plans by Population (cont.)

- ❖ Students:
 - Monthly parkers to be relocated primarily to garages in Residence Halls (South Hall, Dakota, City Hall, Ivory Tower, Amsterdam, etc.)
 - Occasional parkers to utilize Marvin Center and Academic Center
- ❖ Doctors / Staff with 24-Hour Responsibilities: to be located in Square 54/2200 Pennsylvania Avenue garage
- ❖ Staff: to be relocated on campus, as possible, with many relocating to the Kennedy Center

Kennedy Center Parking

- ❖ Kennedy Center Parking
 - Reduced rate of \$150/month
 - 6am – 6pm
 - Shuttle service to be provided

- ❖ We will first seek volunteers for relocation to the Kennedy Center
 - These parkers will be given priority in selecting parking when additional on-campus parking (Sq 103/Law Learning Center in Summer 2012, SEC in 2015) becomes available

Logistics

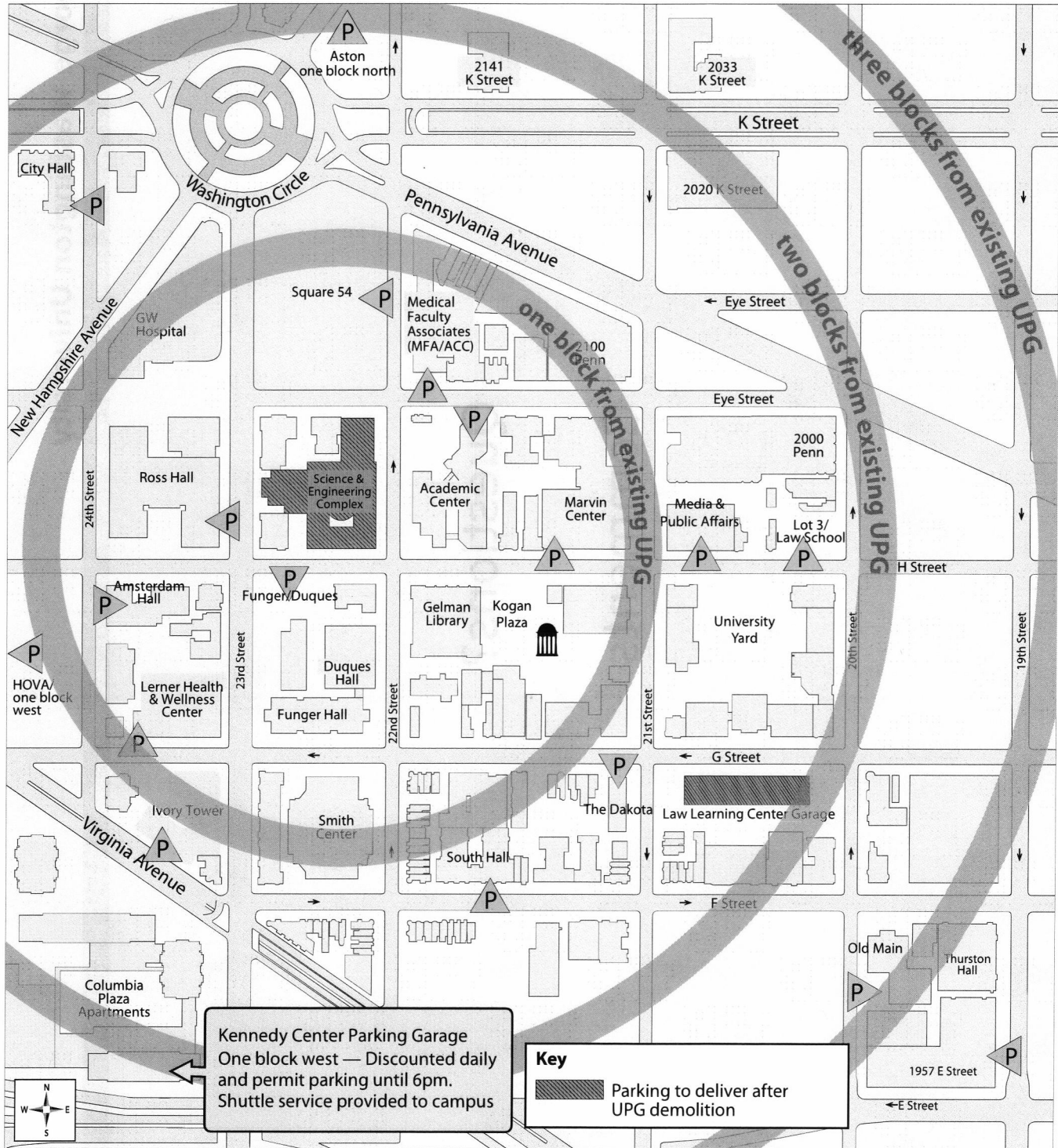
- ❖ General information on parking transition to begin to be distributed week of March 14th
- ❖ Parking & Transportation Website page to include transition information
- ❖ Direct communication with affected parkers
- ❖ Relocations to occur between April 1 – May 15 with timing depending upon garage locations

- ❖ Engagement with Faculty Senate representatives on preference for faculty relocation strategy

Questions?

Comments

Parking Proximity Map



REPORT OF THE EXECUTIVE COMMITTEE

Michael S. Castleberry, Chair

11 March 2011

1. I reported at the Senate meeting in February about the Gelman Library proposal under consideration by the Senate Libraries Committee. The issues related to funding, physical plant needs, and additional issues related to future needs as the University moves to expand resources for faculty research, are complex. The matter was discussed further at the Executive Committee meeting two weeks ago and, after discussions with the President and the Provost, it was decided to request that the administration form a Gelman Study Group to address the issues noted above as well provide funds to enable the Group to invite librarians of major Research I facilities to consult with the Group about the needs of a research library ten to twenty years in the future. After discussions with Librarian Siggins and Professor McAleavey, Chair of the Libraries Committee, we are requesting creation of the Study Group rather than bringing forward a Resolution that would go before the Faculty Senate. If approved, this approach will enable the Study Group to begin work much sooner, preferably before the end of this academic year, and, hopefully, the Group will report during the next academic year.

2. As I reported--erroneously--at the last Senate meeting that the School of Public Health and Health Services had approved Bylaws and I had to be corrected by Dean Goldman, I am pleased to note that the SPHHS submitted revised Bylaws to be voted on by the faculty past week. There are other schools dealing with Bylaws issues, the Graduate School of Education and Human Development, the School of Medicine and Health Sciences, and the School of Nursing, and the Executive Committee is suggesting to all of these groups that their approved Bylaws be reviewed by the Parliamentarian of the Senate to ensure compliance with the *Faculty Code* before being forwarded to the Provost

3. As the Nominating Committee was just approved to nominate 2011-12 Executive Committee members for election by the Senate, and the Joint Executive Committees for 2010-2011 and 2011-12 will meet together in late April, I encourage all Chairs of Senate Committees to submit their Annual Reports. We also encourage all members of the Senate to consider service on Senate Committees next year. In addition, we also encourage you to request--again--that faculty in your schools submit Committee forms indicating their requests to be elected to Senate Committees as these elections will take place at the May meeting.

4. It has come to the attention of the Executive Committee that the cost for daily university parking has risen again this year -- a one dollar daily increase, similar to increases imposed for the past several years. I have received e-mails from faculty asking whether this benefit was routed through the Benefits Advisory Committee that was re-established in the fall. That Committee is scheduled to meet in two weeks and has not met since the fall so it is clear that the increase neither went through the Committee nor were faculty involved in discussions about the increase. While the actual increase is small, the principle is not. This was a year where faculty were excluded from decision-making about health care benefit changes. In addition, a University Parking Committee that was described in an August 25, 2011 letter about the Science and Engineering Complex and parking-related issues from

Provost Lerman and Vice President & Treasurer Katz -- a Committee that was to include Medical Center and University faculty to consult on transition issues -- was not established and never met. The fact that the daily parking rate has also been increased without faculty knowledge or input is of more than a little concern. We will be pursuing this matter with the Administration and I will keep you informed.

PERSONNEL ISSUES

There are no grievances pending at this time, for which I am sincerely grateful.

ANNOUNCEMENTS

The next meeting of the Executive Committee is on March 25, 2011. Please forward resolutions, reports or other information to the Senate Office before that date.

In addition, please remember that the annual Faculty Senate photo opportunity will be the first item of business on the April 8th meeting agenda

For those of you about to embark on exciting spring break activities, we wish you relaxation and renewal for the upcoming weeks as we complete this academic year.

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

The Faculty Senate

March 3, 2011

The Faculty Senate will meet on Friday, March 11, 2011, at 2:10 p.m. in the State Room, 1957 E Street, N.W., 7th Floor.

AGENDA

1. **Call to order**
2. **Approval of the minutes of the regular meeting of February 11, 2011
(minutes to be distributed)**
3. **Introduction of Resolutions**
4. **Update on Core Indicators of Academic Excellence: Provost Lerman**
5. **Update on University Parking Transition Issues:
Alicia O'Neil Knight, Senior Associate Vice President for Operations**
6. **General Business:**
 - (a) **Nominees for election to the Nominating Committee for the
Executive Committee for the 2011-12 Session (nominees to
be announced)**
 - (b) **Report of the Executive Committee: Michael S. Castleberry, Chair**
 - (c) **Chair's Remarks**
7. **Brief Statements (and Questions)**
8. **Adjournment**

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary